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Strategic framework for the period 2012-2013

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Preface

1. The General Assembly, in its resolution 58/269 entitled "Strengthening of the United Nations: an agenda for further change", requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,[2] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011;
- To continue to include part one: plan outline in the strategic framework;
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

4. The Secretary-General submitted to the General Assembly at its sixty-sixth session, through the Committee for Programme and Coordination at its fiftieth session,[3] the proposed plan outline and biennial programme plan of the strategic

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Corr.1).

[2] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

[3] Ibid., *Sixty-fifth Session, Supplement No. 16* (A/65/16).

framework for the period 2012-2013.[4] For its deliberations the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

5. The General Assembly, in its resolution 65/244 entitled "Programme planning", having considered the report of the Committee for Programme and Coordination on the work of its fiftieth session and the proposed strategic framework for the period 2012-2013: part one: plan outline[4] and part two: biennial programme plan,[5] endorsed the conclusions and recommendations of the Committee for Programme and Coordination on the strategic framework for the period 2012-2013.

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[4] A/65/6 (Part one).

[5] A/65/6 (Prog. 1-11, 12 and Corr.1, 13-16, 17 and Corr.1 and 18-27).

Part one: plan outline

I. Background

1. The strategic framework for the period 2012-2013 has been prepared pursuant to General Assembly resolutions 58/269, 59/275, 61/235, 62/224, 63/247 and 64/229 and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. The General Assembly, in its resolution 58/269, requested the Secretary-General to prepare, on a trial basis, for submission to the Assembly, a biennial strategic framework to replace the four-year medium-term plan, which would comprise in one document: (a) part one: a plan outline, reflecting the longer-term objectives of the Organization; and (b) part two: a biennial programme plan to cover two years. The Assembly affirmed that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on the plan outline. The Committee did not recommend approval of part one and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The proposed strategic framework for the period 2008-2009, comprising part one: plan outline and part two: biennial programme plan,[2] was submitted to the Assembly at its sixty-first session, through the Committee for Programme and Coordination at its forty-sixth session, in 2006. The Committee did not recommend approval of part one. The view was expressed that the plan outline focused on format and did not provide an idea of the challenges facing the Organization, of lessons learned, of positive experiences of the past period or of strategies to reform the Organization.

4. In its resolution 61/235, the General Assembly, having considered the report of the Committee for Programme and Coordination,[3] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2008-2009, subject to the provisions of that resolution, and decided not to take a decision on the content of the plan outline. The Assembly therefore adopted only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[4]

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Corr.1).

[2] A/61/6 (Part one) and A/61/6 (Prog. 1-13, 14/Rev.1 and 15-27).

[3] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 16* and corrigendum (A/61/16 and Corr.1).

[4] Ibid., *Supplement No. 6* (A/61/6/Rev.1).

5. The proposed strategic framework for the period 2010-2011, comprising part one: plan outline and part two: biennial programme plan,[5] was submitted to the General Assembly at its sixty-third session, through the Committee for Programme and Coordination at its forty-eighth session, in 2008. In paragraph 58 of its report,[6] the Committee recommended that the Assembly approve the priorities for the period 2010-2011 contained in paragraph 45 of the plan outline. In addition, while recognizing the improvement in the logistical framework, the Committee recommended that the Assembly continue to request the Secretary-General to present future plan outlines of the proposed frameworks taking fully into account the guidelines provided by the Assembly in its resolutions 59/275, 61/235 and 62/224, as well as subsequent resolutions, so as to ensure that they more accurately capture the longer-term objectives of the Organization, based on all mandates that had been approved by the Assembly.

6. In its resolution 63/247, the General Assembly, having considered the report of the Committee for Programme and Coordination,[6] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2010-2011, contained in chapter II, section B, and stressed that setting the priorities of the United Nations was the prerogative of Member States, as reflected in legislative mandates.

7. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee on programme planning as contained in its report,[7] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011
- To continue to include part one: plan outline in the strategic framework
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235

8. As requested by the Committee for Programme and Coordination in paragraph 50 of its report on its forty-sixth session,[3] a table with information for each programme, setting out the entities responsible for each subprogramme, is provided herein (see annex).

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[5] A/63/6 (Part one) and A/63/6 (Prog. 1-27).

[6] *Official Records of the General Assembly, Sixty-third Session, Supplement No. 16* (A/63/16).

[7] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

II. Longer-term objectives of the Organization

9. A principal criterion established by Member States for the preparation of the strategic framework is the setting of longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the United Nations. While it is not practical to list all the relevant mandates, the mandates collectively form the basis for the preparation of proposals for the period 2012-2013. Consequently, the strategic framework for the period 2012-2013 is a translation of legislative mandates into programmes and subprogrammes. A summary of key legislative mandates is included at the end of each programme in the biennial programme plan.

10. Consistent with past practice, the objectives stated in the biennial programme plan are not limited to a two-year period and consequently contribute to the overall longer-term objectives of the Organization. In accordance with resolution 59/275, the strategic framework for 2012-2013 has been prepared taking due account of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2) and the outcomes of the major United Nations conferences and international agreements since 1992, including the 2005 World Summit Outcome (resolution 60/1). Priorities for the period 2012-2013 are detailed in section III below, and further information on the format and structure of the strategic framework and the incorporation of legislative mandates therein is provided in section IV.

11. As the United Nations enters the second decade of the new millennium, it faces important new opportunities and unprecedented challenges. Increased globalization is continuing to link the fate of Governments and their peoples in unprecedented ways. On the positive side, globalization is strengthening a sense of global community through the expansion of global communications and through convergence on a universal normative framework. On the negative side, it is increasing the complexity and accelerating the spread of global threats. The past half decade has seen serious food and fuel shortages, financial instability followed by global economic crisis, persistent environmental degradation and the visible negative impact of climate change. Violence within societies and across borders continues to make peace and stability elusive in many parts of the world, and certain regions are plagued by the symbiotic relationship that has developed between organized crime and intra- and inter-State conflict.

12. Over the next 5 to 10 years, a number of key issues are likely to dominate the international agenda and will therefore require focused attention by the United Nations. Some of those issues are directly related to the core work of the United Nations of past years, while others are relatively new and are a function of a changing world.

Promotion of sustained economic growth and sustainable development

13. The recent world financial and economic crisis has led to a marked increase in extreme poverty. In some cases the crisis catalysed a reversal and in others a halt in progress towards reaching the Millennium Development Goals. The crisis has left many communities, households and individuals more vulnerable than at the beginning of the decade.

14. A number of ecological trends, including climate change, biodiversity loss, ocean acidification and water stress, are further threatening sustainable economic development and poverty eradication.

15. To respond, the Organization will need to strengthen its efforts to help Member States develop policies and programmes that will assist them in delivering on the internationally agreed development goals, and specifically the commitments made in the Millennium Declaration, the International Conference on Financing for Development, held in 2002 in Monterrey, Mexico, the World Summit on Sustainable Development, held in 2002 in Johannesburg, South Africa, the 2005 World Summit, held in New York and the High-level Plenary Meeting on the Millennium Development Goals, to be held in New York in September 2010.

16. Across the board, efforts will need to be made to help Member States scale up their strategies for achieving all of the Millennium Development Goals. The outcome of the High-level Plenary Meeting, which will be attended by Heads of State or Government, will provide a road map for strengthening United Nations engagement. The Organization will have to pay particular attention in 2012-2013 to the Millennium Development Goals that are proving the most difficult to attain, including in the areas of global health, women's empowerment, environmental sustainability and hunger. The Secretary-General will continue to bring together all the relevant actors within and outside the United Nations system to address those issues, with the support of the membership.

17. Making the new gender entity fully functional by ensuring that it has the financial and human resources necessary to enable it to carry out its agreed functions will continue to be a challenge for the Organization. Actions to address sexual violence in both conflict and non-conflict situations will need to be strengthened. An important first step has been taken in this direction by the Secretary-General in his appointment in 2010 of a Special Representative on Sexual Violence in Conflict. Similarly, the Organization will need to work with Member States to further promote women in leadership positions across sectors in local, national and international arenas. Much has already been done under the leadership of the Secretary-General, who intends to do far more to address those issues within the United Nations, especially in peacekeeping and among the Professional staff.

18. In the short time left before 2015, there is a particular urgency in addressing the needs of the most vulnerable populations, who have found their coping capacity seriously undermined by an accumulation of other crises caused by climate change, food and fuel shortages and the global financial and economic downturn. Work already under way to address those challenges, including United Nations assistance to Governments in designing and implementing programmes that enhance food security, promote trade, strengthen social protection, encourage job creation and foster social stability, will need to intensify in 2012-2013. The Organization will need to work closely with Member State groupings to ensure that the voice of the poor is not left unheard.

19. The threat that climate change poses to the world cannot be underestimated: it is the defining challenge of our generation. Scientists predict that rising temperatures will lead to sea level rise, land loss in low-lying areas, changing disease patterns, changing agricultural growing patterns and wide-ranging displacements of populations. It will ultimately affect the global economy, paths of development and international security. Yet, securing commitments to make

adequate emission cuts, reduce reliance on high-emission growth and adopt mitigation measures has proved to be extremely difficult.

20. It is expected that Member States will reach an agreement that will guide climate change action beyond 2012, when the first commitment period of the Kyoto Protocol ends. The Organization will continue to work with the membership, providing a forum for dialogue and the support systems necessary for monitoring and supporting compliance with the 2008-2012 Kyoto Protocol commitments, implementation measures for adaptation, technology, finance and mitigation, including the Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries, as well as measurement, reporting and verification for emission reductions and financial support.

21. Food security is a main driver for achieving economic growth and enabling sustainable development. In accordance with the agreed Rome Principles, in 2012 and 2013 the United Nations system will continue to support countries as they address the full range of food security dimensions, such as immediate food assistance, nutrition, social protection and safety nets, support to smallholder farmer food production, trade and market access and sustainable management of natural resources. The Organization will strengthen emphasis on access to food and nutrition through important system-wide efforts to improve global food and nutrition security and achieve Millennium Development Goal 1, eradicating extreme poverty and hunger, under the leadership of the Secretary-General.

22. In approaching economic sustainability and development challenges, the United Nations will need to increasingly take into account population growth and demographic shifts, which promise to be dramatic over the next two decades. By 2012, demographers anticipate that the world's population will exceed 7 billion, while by 2025 it is likely to reach 8 billion. Nearly all of the projected population explosion will be in developing regions, specifically in Africa and Asia. Population growth will give rise to tremendous strains on resources and institutions. Several regions are likely to experience a youth bulge. Without access to gainful employment, there are some concerns that young people may seek to address the social and economic challenges confronting them by resorting to violence and exacerbating local and regional instabilities.

23. Another dimension of demographic dynamics is population ageing in developed countries, and increasingly in some developing countries, which will put mounting pressures on pension and health-care systems. The United Nations system will work in close coordination with Member States and other relevant stakeholders to identify action priorities that require immediate attention and that will be carried forward in the biennium 2012-2013.

24. Finally, migration into cities and emigration to more developed resource-rich regions is likely to further challenge development efforts, strain resources and give rise to tensions. In 2012-2013, the United Nations will need to intensify its research on the implications of large demographic shifts and work with Member States to adapt existing development programmes. The second high-level dialogue of the General Assembly on migration and development, scheduled for 2013, will offer an important platform from which to advance discussion and action.

25. These social, economic and environmental challenges will be addressed in a comprehensive, integrated and balanced way by the membership at the United

Nations conference on sustainable development, to be held at the highest possible level, including Heads of State and Government, in Rio de Janeiro, Brazil, in 2012. The Organization will provide coordinated, coherent and effective support for the conference, under the leadership of the Secretary-General, by assisting Member States in adopting a forward-looking, focused strategy leading to long-term global sustainability.

Maintenance of international peace and security

26. The promotion of international peace and security will remain at the core of the work of the United Nations in 2012-2013. The persistence of conflicts, frozen as well as active, including those in the Middle East, Iraq, the Sudan, Afghanistan and the Great Lakes region of Africa, as well as the emergence of new sources of insecurity in regions, including the Horn of Africa, pose challenges to which the United Nations cannot afford to remain indifferent. The absence of peace and the persistence and exacerbation of armed conflicts have devastating effects on civilian populations, drastically undermining countries' development efforts and seriously straining the scarce financial and human resources of the United Nations.

27. The need for the Organization to provide peacekeeping support to many areas of the world continues to be critical. In addition to the continued implementation of peacekeeping reform measures adopted in previous bienniums, the United Nations will need to augment its capacities through better outreach to contributing countries and by leveraging partnerships with regional organizations that can provide peacekeeping support. Without the full political, financial and logistical backing of Member States at all stages, peacekeeping operations are liable to fail, and the credibility of the United Nations will be severely damaged.

28. The prevention of conflict is the most cost-effective way of maintaining peace and security. Ensuring that the Organization has an effective platform for preventive diplomacy and is able to quickly and easily deploy its good offices in the prevention and resolution of disputes between and within nations is critical. Continued investment and attention to developing this dimension of the Organization's work will be necessary in 2012-2013.

29. While conflict prevention and peacekeeping are critical, it is equally important to ensure that societies emerging from conflict do not fall back. In 2012-2013, the Organization must work to support the Peacebuilding Commission in its efforts to sustain peace in conflict-affected countries by garnering international support for nationally owned and led peacebuilding efforts and by implementing the recommendations emanating from the review of the peacebuilding architecture and civilian capacities conducted in the previous biennium.

30. The security environment for United Nations personnel has continued to deteriorate in many locations. From Baghdad to Algiers and from Somalia to Pakistan and Afghanistan, United Nations employees have been exposed to increased threats as well as overt targeted terrorist attacks. Less spectacular attacks, such as the kidnapping or murder of individual staff members, remain a potent weapon against the Organization, diverting attention and leading to a drastic reduction in regular activities in ongoing crises. In the face of increasing demands on the United Nations in 2012-2013, the Organization must be given the tools to ensure the necessary staff security and safety to conduct peacekeeping, humanitarian and development operations.

31. In the past decade, Africa achieved impressive rates of economic growth, averaging above 5 per cent. The adoption by many Governments of internal reforms in conjunction with a favourable external environment led to this progress. Then the global financial and economic crisis eroded previous gains and reduced average output growth to about 1.6 per cent in 2009, below the rate of population growth. Growth rates are predicted to improve, but may stay below their potential for years to come.

32. In this context, the United Nations will need to work with the New Partnership for Africa's Development and the Millennium Development Goals Africa Steering Group to continue to strengthen international support for the African development agenda.

33. Peace and security are key to creating an environment in which economic recovery can flourish. In order to forward Africa's core development goals, the United Nations will need to enhance its support to the African security agenda through close support to and partnership with the African Union and by establishing close collaborative relations with regional and subregional organizations.

Promotion of human rights, justice and international law

34. While there has been important growing convergence globally regarding respect for human rights and support for justice and international law, the United Nations will need to engage with Member States in 2012-2013 to build capacity, strengthen existing institutions and, when and where necessary, develop new legal instruments.

35. The United Nations will need to work with Member States to facilitate the achievement by the Human Rights Council of its mandate and to promote progress towards universal ratification of the Rome Treaty. The Organization will also continue to work with Member States to operationalize the responsibility to protect through appropriate diplomatic, humanitarian and other peaceful means, as mandated by the General Assembly.

Effective coordination of humanitarian assistance efforts

36. The demand for humanitarian assistance is unlikely to decrease in 2012-2013. On the conflict side, while the 1990s saw a period of steady decline in the number of armed conflicts in the world, this downward trend has stopped. The trend threatens to reverse as the risk of conflict sparked by global trends, such as resource scarcity, increases. The conflicts are predominantly intra-State. On the disaster front, natural catastrophes are taking a hard toll on many nations, affecting particularly the most vulnerable groups. Demand for United Nations support is likely to continue to increase as the incidence of certain types of natural disasters (e.g., hurricanes, floods and drought) rises, catalysed by new weather patterns associated with climate change. The Organization will thus need to strengthen its efforts to promote effective disaster risk reduction strategies that will limit the exposure and vulnerability of communities and build the resilience of nations and communities to natural hazards.

37. In 2012-2013, the United Nations will also have to find ways to address a range of relatively new challenges that are undermining its efforts to provide effective assistance to populations requiring humanitarian support. These include

increasing accessibility problems, unsafe operating environments and decreasing respect for United Nations immunity in the field. It will also need to develop its policies for dealing with constant, prolonged and protracted crises where populations require longer-term support. The multiplier effect of one global crisis after another on populations, coupled with a growing range of national, regional and international actors who are eager to provide assistance to populations in need, suggests the importance for the United Nations of drawing upon regional and national capacities to prepare for and respond to crises requiring humanitarian support. It also suggests an even greater role for the United Nations system in coordinating multiple external actors.

Disarmament

38. As in the past biennium, sustained attention must be dedicated to disarmament and the non-proliferation of weapons of mass destruction. The danger that nuclear armaments pose to humanity remains a matter of major concern, in particular the risk associated with their potential use by terrorist groups. Against that background, the United Nations should continue to advocate for concrete steps, aiming to undertake multilateral negotiations on nuclear disarmament and the strengthening of the international non-proliferation regime. It should also step up its efforts to halt the proliferation of small arms and light weapons, which undermines the security of individuals, countries and regions that can least afford it.

39. There are two new non-traditional areas of threat where the United Nations may need to begin to focus its attention in 2012-2013. They are unique in that they are sources of tremendous opportunity and growth for many countries, while at the same time posing risks that need to be managed. First, the United Nations needs to begin to address how best to manage emerging technologies in both the life sciences and the physical sciences. The challenge will be how best to follow up on the decision of world leaders in 2005 to promote biotechnology benefits while mitigating the risks of misuse.

40. Second, the cyber-realm requires some concerted attention, as threats to basic critical infrastructures at the national and international levels are likely to rise over the next few decades with the expansion of e-commerce and use of information technologies to drive economic efficiencies, economic development and global knowledge-sharing. The United Nations will need to build its own internal capacity in order to effectively address these emerging issue areas.

Drug control, crime prevention and combating international terrorism in all its forms and manifestations

41. In 2012-2013, the United Nations will need to further strengthen and increase its engagement on two growing threats: international crime and terrorism.

42. Actions against the world drug problem, global criminal activity and terrorism in all its forms and manifestations are a common and shared responsibility that must be addressed in a multilateral setting and require an integrated and balanced approach. As such, the United Nations is uniquely placed to counter terrorism. The counter-terrorism strategy adopted by the General Assembly in 2006 represents an important step in the right direction, and its full implementation by all stakeholders must remain a shared objective of the global community.

43. Unfortunately, the threat to international peace and security posed by acts of terror is increasing in salience, and the need for an international comprehensive convention on terrorism is becoming ever more important. In 2012-2013, the Organization will need to bolster its efforts to help the membership finally conclude its long-standing negotiations on a convention.

44. The Organization must make the world safer from drugs and crime, which interact profoundly with development, peace and security and the rule of law. That is why the United Nations will continue to work closely with all the relevant stakeholders, through the United Nations Office on Drugs and Crime in particular, to fight these scourges.

Effective functioning of the Organization

45. Effective action by the United Nations across this broad range of areas will be essential if the Organization is to achieve its long-term objectives of promoting economic growth and sustainable development, responding to unprecedented challenges to international peace and security and enhancing respect for human rights around the world. The Organization, guided by its strategic framework, must make an explicit effort to concentrate resources where it can have the largest impact and ensure that it takes action to modernize its processes, introduce cost-effective measures and reward excellence and achievement.

46. Significant progress was made in realigning the United Nations with new global realities. But more has to be done. Change management initiatives must continue, and the Organization has to commit to continuously improving the way in which it does business, such as through the current enterprise resource planning and International Public Sector Accounting Standards projects. It must continue to build a flexible and mobile workforce for the twenty-first century. The Organization's increasingly complex mandates require a multi-skilled and versatile workforce that is able to function across disciplines with a variety of partners. Efforts have to continue to improve internal control mechanisms to create a more accountable Organization in line with General Assembly resolution 64/259.

III. Priorities for the period 2012-2013

47. It is recalled that for the periods 1998-2001, 2002-2005, 2006-2007, 2008-2009 and 2010-2011, the General Assembly identified eight priority areas, which covered the bulk of the substantive activities of the Organization. As the conditions that led to those priorities persist, the Assembly may wish to consider reaffirming or amending, as appropriate, the following priorities for the period 2012-2013, namely:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

IV. Structure and format

48. In accordance with General Assembly resolutions 58/269, 62/224 and 63/247, the strategic framework comprises part one: plan outline and part two: biennial programme plan. The plan covers 27 programmes, each of which corresponds to the work carried out by an organizational entity, usually at the departmental level (congruent with the relevant section of the programme budget) and is subdivided into a number of subprogrammes. Those in turn correspond to an organizational entity, generally at the level of a division.

49. The presentation of each programme of the biennial plan in part two includes: (a) the overall orientation, reflecting the raison d'être of the programme as a whole, changes as a result of the programme's intervention and the anticipated benefits for its end-users; (b) the subprogrammes; and (c) a list of legislative mandates. Each subprogramme follows results-based-budgeting concepts with respect to the use of the logical framework, reflecting the following elements: (a) the objective of the Organization; (b) the expected accomplishments of the Secretariat; and (c) the indicators of achievement, all of which will form the basis of the forthcoming proposed programme budget. Each subprogramme includes the strategy to be employed for attaining the expected accomplishments.

50. In line with the recommendation of the Committee for Programme and Coordination in paragraph 57 of its report on its forty-eighth session,[6] in developing the logical framework, programme managers took into account the obstacles, challenges, lessons learned and unmet goals encountered in the previous biennium, as reflected in the programme performance report.

51. Through the use of the logical framework, which provides clearer articulation of objectives (the raison d'être of the subprogramme), expected accomplishments (benefits to end-users as a consequence of outputs in order to meet the objective) and indicators of achievement (to measure whether or not accomplishments were attained), programme managers are given the basic tools for determining the relevance, usefulness, efficiency and effectiveness of the work of the Organization. The refinements made to the logical framework and practice of results-based management in the implementation of the mandated programmes and activities is intended to improve the performance of the Secretariat, to improve accountability in line with General Assembly resolution 64/259, wherein the General Assembly decided that accountability included achieving objectives and high-quality results in a timely and cost-effective manner and fully implementing and delivering on all mandates to the Secretariat as approved by United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards, and to ensure a fully results-oriented Organization.

A. Objective of the Organization

52. The objective is expressed at the level of the Organization as a whole (Member States and Secretariat), rather than at the level of either intergovernmental or Secretariat action only. In other words, the objective reflects what the subprogramme intends to achieve, not what needs to be done by the entity responsible for implementing it. For example, an objective might be "to maintain international peace and security through prevention, control and resolution of conflicts through peaceful means", an objective of the Organization as a whole, but not "to monitor and analyse situations of potential conflict", an activity that is carried out by the Department of Political Affairs. The objective, in terms of the logical framework for programme design, is at the highest level.

53. Efforts have been made to be more precise and succinct in formulation of the objectives, capturing the essence of the subprogramme, by providing a clearer picture of the difference each subprogramme is intended to make for its beneficiaries and reflecting language that has been adopted by Member States. The objectives stated in the biennial programme plan are not limited to a two-year period.

B. Expected accomplishments of the Secretariat

54. Expected accomplishments (also known as "expected results") are intended to reflect the consequence of the products and services to be delivered by the Secretariat within a two-year period. Expected accomplishments show benefits to end-users, and it is therefore incumbent upon programme managers to pay particular attention to the many categories of targeted beneficiaries. Expected accomplishments, when they occur, lead to the fulfilment of the objective. In other words, in terms of the hierarchy of programme design, expected accomplishments appear at a lower level than the objective.

55. While some of the expected accomplishments of the Secretariat cannot be attributable entirely to the Secretariat owing to the many stakeholders concerned, it is nevertheless feasible to acknowledge that a plausible claim can be made that the activities undertaken and the outputs and services delivered by the Secretariat — when properly designed and effectively implemented — contribute to those results. That claim can be further justified by the fact that programme managers, at the budget preparation stage, are required to determine the nature and scope of activities and outputs and select those that would ensure achievement of the expected accomplishments that are reflected in the biennial programme plan.

56. In accordance with General Assembly resolution 63/247 and the recommendations made by the Committee for Programme and Coordination in paragraph 55 of its report,[6] coordinated efforts were made to better formulate suitable expected accomplishments in such a way that, at the budget preparation stage, all activities and outputs mandated by Member States would be effectively and efficiently included. Refinements of the logical framework are intended to facilitate the collection of meaningful data to provide more useful evidence to demonstrate the extent to which results have or have not occurred. Such data would be useful not only for reporting more effectively on programme performance to Member States, but also for planning future activities. While internal management

tasks, including assessments of the quality and efficiency of the work of the Secretariat, continue to be undertaken on a regular basis, the focus of the strategic framework is on the expected results occurring external to each subprogramme and the impact on beneficiaries.

57. While a subprogramme might have many individual expected accomplishments, a determination is made to highlight and include in the biennial programme plan only those that are key and most representative of the subprogramme.

C. Indicators of achievement

58. In accordance with General Assembly resolution 63/247 and the recommendations made by the Committee for Programme and Coordination in paragraph 56 of its report,[6] in which the Committee recognized the improvement in the logical framework and recommended that the Assembly continue to encourage programme managers to further improve the qualitative aspects of indicators of achievement in order to enable better evaluation of results, bearing in mind the importance of defining the indicators in a way that ensured their clear measurability, efforts continue to be made to focus on selecting key indicators of achievement that are clearly linked to the expected accomplishments, are useful for determining the difference made by the subprogramme and are measurable. The indicators, for the most part, have been formulated to show exactly the data that will be collected for the measurement of the expected accomplishments. A major challenge continues to be the selection, at the stage of planning, of key or strategic indicators that would be meaningful and helpful for determining whether or not results were obtained. At the implementation level, however, more indicators could be used to measure other aspects of the subprogramme's work. It is stressed that the indicators would measure only the contribution made by the entity implementing the subprogramme and not that made by other stakeholders.

59. Progress has been made in improving the qualitative aspects of indicators of achievement to enable better evaluation of qualitative changes in services provided, and efforts continue to be made in the area of performance measurement, although the selection of key indicators continues to be a difficult exercise, not unlike what has been experienced at the national level and by other entities of the United Nations system. Improvements have been made since the introduction of results-based-budgeting concepts, and there is now clear evidence of many more indicators that are measurable and articulated in a way that would show exactly the data that will be collected. The performance measures, namely, the baselines and targets, do not appear in the biennial programme plan, but will be included in the programme budget. Experience gained in the analysis of trends on the basis of data collected for measuring results continues to be an essential tool in refining indicators of achievement and ensuring greater measurability, validity, reliability, usefulness in determining the effectiveness and relevance of the programme/subprogramme's activities and accountability.

D. Strategy

60. The strategy ("how are we getting there?") highlights the focus of efforts to be made within a two-year period to meet the needs of intended beneficiaries. It reflects the approach to be taken to ensure that the expected accomplishments occur, not the particular activities to be undertaken or the individual outputs to be delivered. For example, a strategy could be "ensuring that development issues are adequately addressed in intergovernmental debate", not "conducting a meeting" or "preparing a report", which are activities.

61. Efforts have been made to avoid referring to specific activities and outputs in the biennial programme plan and to continue to reinforce the linkage between the strategies employed and the expected accomplishments so as to ensure that expected accomplishments will genuinely contribute to the attainment of long-term objectives.

E. Legislative mandates

62. Legislative mandates, which are listed at the end of each programme, are addressed to Governments, intergovernmental bodies, United Nations organizations and other entities, as well as to the Secretary-General. Programmes and subprogrammes are established to ensure the successful implementation of those mandates. Responsibility for the success of the programme is therefore not the exclusive preserve of Member States (acting individually or in intergovernmental bodies) or of the Secretariat. It is a collective responsibility, and success in achieving the objectives and expected accomplishments is a measure of the degree of success of the international community, working in a harmonious partnership between Member States and the Secretariat.

63. Based on that principle of collective responsibility, the objectives, expected accomplishments and indicators of achievement are formulated to address not only the work of the Secretariat but also the achievement of the subprogramme as a whole in terms of benefits or positive changes for its intended beneficiaries. Member States address to the Secretary-General their requests for assistance or collaboration in, inter alia, peace operations, electoral processes, application of international norms and standards, compliance with obligations under international instruments, and economic and social development. Sometimes the work of the Secretariat involves collaboration and cooperation with other United Nations entities, civil society and the private sector in pursuit of the objectives. The positive changes sought are the consequence of the concerted efforts of many stakeholders.

64. There are general mandates that provide the overall orientation of programmes and subprogrammes, and there are specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output. The distinction is an important one for the preparation of a plan, since the planning stage focuses on a strategy to translate general legislative mandates into expected accomplishments, while the budget preparation stage takes fully into account the specific requests for individual outputs. The list of outputs therefore does not appear in the strategic framework; it will appear only in the programme budget.

65. The preparation of the biennial programme plan involves not only the participation of all departments, but also the review by relevant specialized

intergovernmental bodies of those programmes falling within their sphere of competence. Recommendations by those bodies for modifications to the proposed biennial programme plan are incorporated when available. In cases where it has not been possible to incorporate changes owing to the scheduling of meetings, the recommendations of those intergovernmental bodies are made available to the Committee for Programme and Coordination at the time of its review.

V. Entities responsible for each subprogramme

Programme	*Entities*
1. General Assembly and Economic and Social Council affairs and conference management	Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi
A. Conference management, New York	
Subprogramme 1. General Assembly and Economic and Social Council affairs	General Assembly and Economic and Social Council Affairs Division
Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
Subprogramme 3. Documentation services	Documentation Division
Subprogramme 4. Meetings and publishing services	Meetings and Publishing Division
B. Conference management, Geneva	
Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
Subprogramme 3. Documentation services	Languages Service; Proofreading, Editing and Publications Section of the Publishing Service; and the Editing and Referencing Units of the Documents Management Section of the Central Planning and Coordination Service
Subprogramme 4. Meetings and publishing services	Interpretation Service, Publishing Service and Text-Processing Units of the Translation Sections of the Languages Service
C. Conference management, Vienna	
Subprogramme 2. Planning and coordination of conference services	Planning, Coordination and Meetings Section, Conference Management Service
Subprogramme 3. Documentation services	Six Translation Sections, Text-Processing Sections, Editorial Control Unit and Library and Linguistic Support Unit

Programme	*Entities*
Subprogramme 4. Meetings and publishing services	Interpretation Section, Electronic Publishing Unit and Reproduction and Distribution Unit
D. Conference management, Nairobi	
Subprogramme 2. Planning and coordination of conference services	Planning and Coordination Section, Division of Conference Services
Subprogramme 3. Documentation services	Translation and Editorial Section
Subprogramme 4. Meetings and publishing services	Interpretation and Publishing Sections
2. Political affairs	Department of Political Affairs
Subprogramme 1. Prevention, management and resolution of conflicts	Regional divisions; Policy and Mediation Division and special political missions substantively administered by the regional divisions
Subprogramme 2. Electoral assistance	Electoral Assistance Division
Subprogramme 3. Security Council affairs	Security Council Affairs Division
Subprogramme 4. Decolonization	Decolonization Unit
Subprogramme 5. Question of Palestine	Division for Palestinian Rights
Subprogramme 6. Counter-Terrorism Implementation Task Force	Office of the Counter-Terrorism Implementation Task Force
Subprogramme 7. Office of the United Nations Special Coordinator for the Middle East Peace Process	Office of the United Nations Special Coordinator for the Middle East Peace Process
Subprogramme 8. Peacebuilding Support Office	Peacebuilding Support Office
Subprogramme 9. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	Office of the Register of Damage
3. Disarmament	Office for Disarmament Affairs
Subprogramme 1. Multilateral negotiations on arms limitation and disarmament	Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva
Subprogramme 2. Weapons of mass destruction	Weapons of Mass Destruction Branch
Subprogramme 3. Conventional arms (including practical disarmament measures)	Conventional Arms Branch
Subprogramme 4. Information and outreach	Information and Outreach Branch
Subprogramme 5. Regional disarmament	Regional Disarmament Branch

Programme	*Entities*
4. Peacekeeping operations	**Department of Peacekeeping Operations and Department of Field Support**
A. Peacekeeping operations	
Subprogramme 1. Operations	**Office of Operations**
Subprogramme 2. Military	**Office of Military Affairs**
Subprogramme 3. Rule of law and security institutions	**Office of Rule of Law and Security Institutions**
Subprogramme 4. Policy, evaluation and training	**Policy, Evaluation and Training Division**
Subprogramme 5. Field administrative support	**Field Personnel Division and Field Budget and Finance Division**
Subprogramme 6. Integrated support services	**Logistics Support Division and the Communications and Information Technology Service**
B. Peacekeeping missions	
1. United Nations Truce Supervision Organization	**United Nations Truce Supervision Organization**
2. United Nations Military Observer Group in India and Pakistan	**United Nations Military Observer Group in India and Pakistan**
5. Peaceful uses of outer space	**Office for Outer Space Affairs**
6. Legal affairs	**Office of Legal Affairs**
Subprogramme 1. Provision of legal services to the United Nations as a whole	**Office of the Legal Counsel**
Subprogramme 2. General legal services provided to United Nations organs and programmes	**General Legal Division**
Subprogramme 3. Progressive development and codification of international law	**Codification Division**
Subprogramme 4. Law of the sea and ocean affairs	**Division for Ocean Affairs and the Law of the Sea**
Subprogramme 5. Progressive harmonization, modernization and unification of the law of international trade	**International Trade Law Division**
Subprogramme 6. Custody, registration and publication of treaties	**Treaty Section**

Programme	*Entities*
7. Economic and social affairs	**Department of Economic and Social Affairs**
Subprogramme 1. Economic and Social Council support and coordination	**Office for Economic and Social Council Support and Coordination**
Subprogramme 2. Gender issues and advancement of women	**Office of the Special Adviser on Women and Gender Issues and Advancement of Women, and Division for the Advancement of Women**
Subprogramme 3. Social policy and development	**Division for Social Policy and Development**
Subprogramme 4. Sustainable development	**Division for Sustainable Development**
Subprogramme 5. Statistics	**Statistics Division**
Subprogramme 6. Population	**Population Division**
Subprogramme 7. Development policy and analysis	**Development Policy and Analysis Division**
Subprogramme 8. Public administration and development management	**Division for Public Administration and Development Management**
Subprogramme 9. Sustainable forest management	**Secretariat of the United Nations Forum on Forests**
Subprogramme 10. Financing for development	**Financing for Development Office**
8. Least developed countries, landlocked developing countries and small island developing States	**Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States**
Subprogramme 1. Least developed countries	**Least Developed Countries Unit**
Subprogramme 2. Landlocked developing countries	**Landlocked Developing Countries Unit**
Subprogramme 3. Small island developing States	**Small Island Developing States Unit**
9. United Nations support for the New Partnership for Africa's Development	**Office of the Special Adviser on Africa**
Subprogramme 1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	**Office of the Special Adviser on Africa**
Subprogramme 2. Regional coordination of and support for the New Partnership for Africa's Development	**Economic Commission for Africa**
Subprogramme 3. Public information and awareness activities in support of the New Partnership for Africa's Development	**Department of Public Information**

Programme	*Entities*
10. Trade and development	**United Nations Conference on Trade and Development**
Subprogramme 1. Globalization, interdependence and development	**Division on Globalization and Development Strategies**
Subprogramme 2. Investment and enterprise	**Division on Investment and Enterprise**
Subprogramme 3. International trade	**Division on International Trade in Goods and Services and Commodities**
Subprogramme 4. Technology and logistics	**Division on Technology and Logistics**
Subprogramme 5. Africa, least developed countries and special programmes	**Division for Africa, Least Developed Countries and Special Programmes**
Subprogramme 6. Operational aspects of trade promotion and export development	**International Trade Centre UNCTAD/WTO**
11. Environment	**United Nations Environment Programme**
Subprogramme 1. Climate change	**Division of Technology, Industry and Economics**
Subprogramme 2. Disasters and conflicts	**Division of Environmental Policy Implementation**
Subprogramme 3. Ecosystem management	**Division of Environmental Policy Implementation**
Subprogramme 4. Environmental governance	**Division of Environmental Law and Conventions**
Subprogramme 5. Harmful substances and hazardous waste	**Division of Technology, Industry and Economics**
Subprogramme 6. Resource efficiency and sustainable consumption and production	**Division of Technology, Industry and Economics**
12. Human settlements	**United Nations Human Settlements Programme**
Subprogramme 1. Shelter and sustainable human settlements development	**Shelter and Sustainable Human Settlements Development Division**
Subprogramme 2. Monitoring the Habitat Agenda	**Monitoring and Research Division**
Subprogramme 3. Regional and technical cooperation	**Regional and Technical Cooperation Division**
Subprogramme 4. Human settlements financing	**Human Settlements Financing Division**
13. International drug control, crime and terrorism prevention and criminal justice	**United Nations Office on Drugs and Crime**
Subprogramme 1. Countering transnational organized crime and illicit trafficking, including drug trafficking	**Division for Treaty Affairs**
Subprogramme 2. Countering corruption	**Division for Treaty Affairs**

Programme	*Entities*
Subprogramme 3. Terrorism prevention and combating	Division for Treaty Affairs
Subprogramme 4. Justice	Division for Operations
Subprogramme 5. Health and livelihoods (Combating drugs and HIV)	Division for Operations
Subprogramme 6. Research and trend analysis	Division for Policy Analysis and Public Affairs
Subprogramme 7. Policy support	Division for Policy Analysis and Public Affairs
14. Economic and social development in Africa	Economic Commission for Africa
Subprogramme 1. Macroeconomic analysis, finance and economic development	Economic Development and New Partnership for Africa's Development Division
Subprogramme 2. Food security and sustainable development	Food Security and Sustainable Development Division
Subprogramme 3. Governance and public administration	Governance and Public Administration Division
Subprogramme 4. Information and science and technology for development	Information and Communications Technology and Science and Technology Division
Subprogramme 5. Trade, economic cooperation and regional integration	Regional Integration, Infrastructure and Trade Division
Subprogramme 6. Gender and women in development	African Centre for Gender and Social Development
Subprogramme 7. Subregional activities for development	Office of the Executive Secretary of the Economic Commission for Africa
(a) Subregional activities in North Africa	Subregional office for North Africa (Rabat)
(b) Subregional activities in West Africa	Subregional office for West Africa (Niamey)
(c) Subregional activities in Central Africa	Subregional office for Central Africa (Yaoundé)
(d) Subregional activities in East Africa	Subregional office for East Africa (Kigali)
(e) Subregional activities in Southern Africa	Subregional office for Southern Africa (Lusaka)
Subprogramme 8. Development planning and administration	African Institute for Economic Development and Planning
Subprogramme 9. Statistics	African Centre for Statistics
Subprogramme 10. Social development	African Centre for Gender and Social Development
15. Economic and social development in Asia and the Pacific	Economic and Social Commission for Asia and the Pacific

Programme	*Entities*
Subprogramme 1. Macroeconomic policy and inclusive development	**Macroeconomic Policy and Development Division**
Subprogramme 2. Trade and investment	**Trade and Investment Division**
Subprogramme 3. Transport	**Transport Division**
Subprogramme 4. Environment and development	**Environment and Development Division**
Subprogramme 5. Information and communications technology and disaster risk reduction	**Information and Communications Technology and Disaster Risk Reduction Division**
Subprogramme 6. Social development	**Social Development Division**
Subprogramme 7. Statistics	**Statistics Division**
Subprogramme 8. Subregional activities for development	**Office of the Executive Secretary, with support for the implementation of activities from the existing subregional offices of the Economic and Social Commission for Asia and the Pacific**
(a) Subregional activities in East and North-East Asia	**Subregional office for East and North-East Asia**
(b) Subregional activities in North and Central Asia	**Subregional office for North and Central Asia**
(c) Subregional activities in South and South-West Asia	**Subregional office for South and South-West Asia**
(d) Subregional activities in South-East Asia	**Subregional office for South-East Asia**
16. Economic development in Europe	**Economic Commission for Europe**
Subprogramme 1. Environment	**Environment, Housing and Land Management Division**
Subprogramme 2. Transport	**Transport Division**
Subprogramme 3. Statistics	**Statistical Division**
Subprogramme 4. Economic cooperation and integration	**Economic Cooperation and Integration Division**
Subprogramme 5. Sustainable energy	**Sustainable Energy Division**
Subprogramme 6. Trade	**Trade and Timber Division**
Subprogramme 7. Timber and forestry	**Timber Section of the Trade and Timber Division**
Subprogramme 8. Housing, land management and population	**Environment, Housing and Land Management Division**

Programme	*Entities*
17. Economic and social development in Latin America and the Caribbean	Economic Commission for Latin America and the Caribbean
Subprogramme 1. Linkages with the global economy, regional integration and cooperation	International Trade and Integration Division in collaboration with the Commission's offices in Washington, D.C., and Brasilia
Subprogramme 2. Production and innovation	Division of Production, Productivity and Management in close collaboration with other divisions and offices of the Commission, in particular the International Trade and Integration Division and the Commission's office in Buenos Aires
Subprogramme 3. Macroeconomic policies and growth	Economic Development Division in collaboration with the Commission's subregional Headquarters in Mexico and Port-of-Spain and its offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C., as well as other substantive divisions of the Commission
Subprogramme 4. Financing for development	Financing for Development Division in collaboration with other substantive divisions of the Commission
Subprogramme 5. Social development and equality	Social Development Division
Subprogramme 6. Mainstreaming the gender perspective in regional development	Division for Gender Affairs
Subprogramme 7. Population and development	The Latin American and Caribbean Demographic Centre of the Population Division of the Commission
Subprogramme 8. Sustainable development and human settlements	Sustainable Development and Human Settlements Division
Subprogramme 9. Natural resources and infrastructure	Natural Resources and Infrastructure Division
Subprogramme 10. Planning of public administration	The Latin American and Caribbean Institute for Economic and Social Planning
Subprogramme 11. Statistics	Statistics Division
Subprogramme 12. Subregional activities in Mexico and Central America	Subregional headquarters for Mexico
Subprogramme 13. Subregional activities in the Caribbean	Subregional headquarters for the Caribbean
18. Economic and social development in Western Asia	Economic and Social Commission for Western Asia
Subprogramme 1. Integrated management of natural resources for sustainable development	Sustainable Development and Productivity Division

Programme	*Entities*
Subprogramme 2. Social development	**Social Development Division**
Subprogramme 3. Economic development and integration	**Economic Development and Globalization Division**
Subprogramme 4. Information and communications technology for regional integration	**Information and Communications Technology Divisio**
Subprogramme 5. Statistics for evidence-based policymaking	**Statistics Division**
Subprogramme 6. Advancement of women	**Centre for Women**
Subprogramme 7. Conflict mitigation and development	**Section for Emerging and Conflict-Related Issues**
19. Human rights	**Office of the United Nations High Commissioner for Human Rights**
Subprogramme 1. Human rights mainstreaming, right to development, and research and analysis	**Research and Right to Development Division**
Subprogramme 2. Supporting human rights treaty bodies	**Human Rights Treaties Division**
Subprogramme 3. Advisory services, technical cooperation and field activities	**Field Operations and Technical Cooperation Division**
Subprogramme 4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	**Human Rights Council and Special Procedures Division**
20. International protection, durable solutions and assistance to refugees	**Office of the United Nations High Commissioner for Refugees**
21. Palestine refugees	**United Nations Relief and Works Agency for Palestine Refugees in the Near East**
Subprogramme 1. A long and healthy life	
Subprogramme 2. Acquired knowledge and skills	
Subprogramme 3. A decent standard of living	
22. Humanitarian assistance	**Office for the Coordination of Humanitarian Affairs**
Subprogramme 1. Policy and analysis	**Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat Geneva and New York**
Subprogramme 2. Coordination of humanitarian action and emergency response	**Coordination and Response Division and the Central Emergency Response Fund secretariat in New York ar External Relations and Support Mobilization Branch i Geneva**

Programme	*Entities*
Subprogramme 3. Natural disaster reduction	**International Strategy for Disaster Reduction and its secretariat**
Subprogramme 4. Emergency support services	**Emergency Services Branch in Geneva**
Subprogramme 5. Humanitarian emergency information and advocacy	**Communications and Information Services Branch**
23. Public information	**Department of Public Information**
Subprogramme 1. Strategic communication services	**Strategic Communications Division**
Subprogramme 2. News services	**News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres**
Subprogramme 3. Outreach services	**Outreach Division**
24. Management and support services	**Department of Management and administrative services of United Nations Office at Geneva, United Nations Office at Vienna and United Nations Office at Nairobi**
A. Headquarters	
Subprogramme 1. Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	**Office of the Under-Secretary-General for Management; secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly; and Committee for Programme and Coordination**
Subprogramme 2. Programme planning, budget and accounts	**Office of Programme Planning, Budget and Accounts**
Subprogramme 3. Human resources management	**Office of Human Resources Management**
Subprogramme 4. Support services	**Office of Central Support Services**
Subprogramme 5. Information and communications technology strategic management and coordination	**Office of Information and Communications Technology**
Subprogramme 6. Information and communications technology operations	**Office of Information and Communications Technology**
B. United Nations Office at Geneva	
Subprogramme 2. Programme planning, budget and accounts	**Financial Resources Management Service**
Subprogramme 3. Human resources management	**Human Resources Management Service**
Subprogramme 4. Support services	**Central Support Services**

Programme	Entities
Subprogramme 6. Information and communications technology operations	Information and Communication Technology Service
C. United Nations Office at Vienna	
Subprogramme 2. Programme planning, budget and accounts	Financial Resources Management Service
Subprogramme 3. Human resources management	Human Resources Management Service
Subprogramme 4. Support services	General Support Section and Procurement Section of the Division for Management
Subprogramme 6. Information and communications technology operations	Information Technology Service
D. United Nations Office at Nairobi	
Subprogramme 2. Programme planning, budget and accounts	Budget and Financial Management Service
Subprogramme 3. Human resources management	Human Resources Management Service
Subprogramme 4. Support services	Support Services Service of the Division of Administrative Services
Subprogramme 6. Information and communications technology operations	Information and Communication Technology Service of the Division of Administrative Services
25. Internal oversight	Office of Internal Oversight Services
Subprogramme 1. Internal audit	Internal Audit Division
Subprogramme 2. Inspection and evaluation	Inspection and Evaluation Division
Subprogramme 3. Investigations	Investigations Division
26. Jointly financed activities	
A. International Civil Service Commission	International Civil Service Commission
B. Joint Inspection Unit	Joint Inspection Unit
C. United Nations System Chief Executives Board for Coordination	United Nations System Chief Executives Board for Coordination
27. Safety and security	Department of Safety and Security
Subprogramme 1. Security and safety coordination	Division of Safety and Security Services
Subprogramme 2. Regional field coordination and support	Division of Regional Operations and Field Support Service

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of the programme are (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and the Member States; and (e) to ensure the uninterrupted delivery of services during the implementation of the capital master plan at Headquarters.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the terms of reference of the Committee were established. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures and the allocation of resources under the relevant budget section, in accordance with Assembly resolution 57/283 B and the Secretary-General's bulletin on the Organization of the Department for General Assembly and Conference Management (ST/SGB/2005/9).

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300 and 64/230, as well as the provisions relevant to conference services of the Assembly's resolutions on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium, the Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical secretariat, protocol and liaison and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. The concept of global management continues to evolve, and is progressively evident in the standardizing of administrative policies, practices and procedures across all conference-servicing duty stations. The global information technology initiative, which is being implemented in its various phases at all duty stations, establishes a standardized approach and application of efficient and effective resource utilization and expands the use of electronic tools and processes in conference-servicing operations (virtualization). Continued focus on training of existing staff and directed outreach to organizations that will provide future generations of language staff will hasten the transition to the use of available new technologies and efficiency tools. These efforts, subject to related provisions of the above-mentioned General Assembly resolutions, will result in enhanced quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Regular client surveys will be used as an important measurement of performance. Through systematic analysis, the Department will evaluate the risk landscape and implement risk management and mitigation strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. Centrally coordinated risk management and assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services will enhance global operational efficiencies.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[a]

Objective of the Organization: To facilitate deliberations and decision-making by intergovernmental bodies[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) No complaints by representatives of Member States at intergovernmental organs and members of expert bodies referring to the conduct of meetings as well as to the level and quality of technical secretariat services

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[a] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

(b) Improved timely preparation and submission of final reports for intergovernmental meetings serviced by the Department for General Assembly and Conference Management	(b) Full compliance with the submission deadline for the final reports of the intergovernmental bodies serviced by the Department

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[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.5 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in strengthening and revitalizing their work, and provision of substantive, analytical and historical information on the proceedings of the General Assembly and the Economic and Social Council and the subsidiary machinery with a view to developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	**(c) (i) Reduced gap between number of meetings held and number of meetings planned** **(ii) All "as required" meetings for bodies provided with interpretation services**
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies	**(d) Increased percentage of documents submitted on time and within page limits as agreed by Member States and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies**
(e) Provision of conference services that are requested by regional and other major groupings of Member States	**(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services** **(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities**

Strategy

1.6 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department at Headquarters. The Service will focus on:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs (meetings and documentation) of United Nations bodies based in New York and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and

engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting in New York, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(h) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure the presentation of documentation on time and effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality	**(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house** **(ii) Full delivery of core outputs by editors and translators**
(c) Timely submission of the documentation needed for meetings	**(c) More meetings that receive the documentation on time, in accordance with the six-week rule**
(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies	**(d) No complaints by representatives of Member States to intergovernmental bodies as to the quality and timeliness of translated documents**

Strategy

1.7 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, verbatim reporting, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system (v) Increased utilization of internal printing capacity

Strategy

1.8 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

B. Conference management, Geneva[9]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services

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[9] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	**(c) (i) Reduced gap between number of meetings held and number of meetings planned** **(ii) All "as required" meetings for bodies provided with interpretation services**
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies	**(d) Increased percentage of documents submitted on time and within page limits as agreed by Member States and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies**
(e) Provision of conference services that are requested by regional and other major groupings of Member States	**(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services** **(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities**

Strategy

1.9 Within the Division of Conference Management of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus on:

(a) In the context of integrated global management and under the coordination of the Central Planning and Coordination Service of the Department at Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Geneva, especially the Human Rights Council, and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Geneva, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure the presentation of documentation on time and effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) Full delivery of core outputs by editors and translators

(c) Timely submission of the documentation needed for meetings	(c) More meetings that receive the documentation on time, in accordance with the six-week rule
(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies	(d) No complaints by representatives of Member States to intergovernmental bodies as to the quality and timeliness of translated documents

Strategy

1.10 The subprogramme is under the responsibility of the Languages Service, the Proofreading, Editing and Publications Section of the Publishing Service and the Editing and Referencing Units of the Documents Management Section of the Central Planning and Coordination Service of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system (v) Increased utilization of internal printing capacity

Strategy

1.11 The subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-processing Units of the Translation Sections of the Languages Service of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

C. Conference management, Vienna[9]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Reduced gap between number of meetings held and number of meetings planned

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies	**(d) Increased percentage of documents submitted on time and within page limits as agreed by Member States and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies**
(e) Provision of conference services that are requested by regional and other major groupings of Member States	**(e) All meetings of regional and other major groupings of Member States provided with adequate conference facilities**

Strategy

1.12 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, Conference Management Service, of the United Nations Office at Vienna. The subprogramme will focus on:

(a) In the context of integrated global management and under the coordination of Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Vienna and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure the presentation of documentation on time and effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house
	(ii) Full delivery of core outputs by editors and translators
(c) Timely submission of the documentation needed for meetings	(c) More meetings that receive the documentation on time, in accordance with the six-week rule
(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies	(d) No complaints by representatives of Member States to intergovernmental bodies as to the quality and timeliness of translated documents

Strategy

1.13 The subprogramme is under the responsibility of the six Translation Sections, the Text-processing Sections, the Editorial Control Unit and the Library and Linguistic Support Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system (v) Increased utilization of internal printing capacity

Strategy

1.14 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

D. Conference management, Nairobi[9]

Subprogramme 2

Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Reduced gap between number of meetings held and number of meetings planned

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies	**(d) Increased percentage of documents submitted on time and within page limits as agreed by Member States and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies**
(e) Provision of conference services that are requested by regional and other major groupings of Member States	**(e) (i) All meetings of regional and other major groupings of Member States provided with interpretation services** **(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities**

Strategy

1.15 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, Division of Conference Services of the United Nations Office at Nairobi. The Section will focus on:

(a) In the context of integrated global management and under the coordination of Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Nairobi and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure the presentation of documentation on time and effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	**(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services**
(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality	**(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house**
	(ii) Full delivery of core outputs by editors and translators
(c) Timely submission of the documentation needed for meetings	**(c) More meetings that receive the documentation on time, in accordance with the six-week rule**

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies	(d) No complaints by representatives of Member States to intergovernmental bodies as to the quality and timeliness of translated documents

Strategy

1.16 The subprogramme is under the responsibility of the Translation and Editorial Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing
	(ii) Increased proportion of printing on demand
	(iii) 100 per cent availability of all official documents in electronic form
	(iv) Increased number of users of e-subscription system
	(v) Increased utilization of internal printing capacity

Strategy

1.17 The subprogramme is under the responsibility of the Interpretation and Publishing Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/283 B	Pattern of conferences
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
60/286	Revitalization of the General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
63/306	Multilingualism
64/230	Pattern of conferences
64/243	Questions relating to the programme budget for the biennium 2010-2011

Programme 2
Political affairs

Overall orientation

2.1 The overall objective of the programme is to maintain international peace and security by assisting Member States and other international and regional organizations to resolve potentially violent disputes or conflict peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council. Wherever possible, this objective is achieved by preventing violent conflicts from arising through preventive diplomacy and peacemaking, through expansion of the United Nations range of partnerships with other international, regional and subregional organizations. The direction of the programme is provided in the pertinent resolutions of the Assembly and the mandates of the Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy in meeting the programme's objectives is designed around nine subprogrammes, which include the Counter-Terrorism Implementation Task Force, the Office of the United Nations Special Coordinator for the Middle East Peace Process, the Peacebuilding Support Office and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory.

2.3 The activities to be implemented relate to early warning; preventive diplomacy; peacemaking, capacity-building and post-conflict peacebuilding; electoral assistance; the provision of substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the Special Coordinator for the Middle East Peace Process. Those activities constitute the core functions of the Department of Political Affairs and together represent interdependent and complementary components of a comprehensive conflict-prevention, conflict-management and peacebuilding approach.

2.4 The Department of Political Affairs will continue to strive to reinforce the capacity of Member States, the international community and other regional organizations for preventive diplomacy, good offices and non-military measures to prevent potentially violent disputes from escalating into conflicts, as well as to resolve violent conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principle of non-intervention in matters that are essentially within the domestic jurisdiction of any State, as well as respecting the principle of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.5 The Department of Political Affairs will continue to work with the United Nations Office on Drugs and Crime and with other relevant departments within the

Secretariat in the implementation of Security Council resolution 1373 (2001) on the subject of terrorism.

2.6 Special attention will also be given to incorporating a gender perspective into the work of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

2.7 The Peacebuilding Support Office will remain active in advancing the work of the United Nations peacebuilding architecture by supporting the work of the Peacebuilding Commission in all its substantive aspects, overseeing the operations of the Peacebuilding Fund and fostering collaboration with relevant entities of the United Nations system. The Office will support the work of the Commission by: (a) preparing analytical backgrounds that facilitate the development of integrated peacebuilding strategies; (b) contributing to the drafting of reports on the biannual reviews of the strategic frameworks for peacebuilding for countries on the agenda of the Commission; and (c) planning for and preparing reports on the field visits undertaken by members of the Commission. The Office will also promote collaboration among relevant entities of the United Nations system to promote a coherent response to the peacebuilding efforts at the country level and to advance the implementation of the recommendations contained in the Secretary-General's report on peacebuilding in the immediate aftermath of conflict. The Peacebuilding Fund will contribute to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services.

2.8 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory has been established by the General Assembly to serve as a record, in documentary form, of the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. In accordance with the provisions of General Assembly resolution ES-10/17, an Office for the Register of Damage has been set up at the United Nations Office at Vienna as a subsidiary organ of the Assembly operating under the administrative authority of the Secretary-General and responsible for the establishment and comprehensive maintenance of the Register of Damage.

Subprogramme 1
Prevention, management and resolution of conflicts

Objective of the Organization: To promote international peace and security through prevention, management and resolution of conflicts by peaceful means

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations	(a) (i) 100 per cent response to all requests of Member States and regional organizations for preventive action

	(ii) Number of good offices efforts to address conflict situations where the United Nations was asked to assist
(b) Maintenance of the peace processes on track	**(b) (i) Number of initiatives in support of peace processes**
	(ii) Number of projects to support peace consolidation efforts

Strategy

2.9 Substantive responsibility for the subprogramme is vested in the regional divisions and the Policy and Mediation Division. In order to attain the objective of this subprogramme, the Department will promote a more effective and cohesive response to help prevent, mitigate, manage and resolve conflicts and to address peace consolidation challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the Secretary-General's good offices aimed at facilitating the peaceful settlement of complex situations in various regions, including through formal mediation, where appropriate; (e) enhancing capacity for cooperation with regional and subregional organizations; (f) providing substantive support and guidance to special political missions; (g) strengthening the Department's capacity and expertise in order to address more effectively peace and security challenges; (h) undertaking research on peace consolidation issues and best practices by the United Nations system in this area; and (i) developing coherent strategies for crisis prevention and post-conflict peace consolidation, linking diplomatic, security, military, humanitarian and developmental efforts by the United Nations system and other international and regional actors. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system.

Subprogramme 2
Electoral assistance

Objective of the Organization: To strengthen the existing capacity of the requesting Governments, in particular by enhancing the capacity of national electoral institutions

Expected accomplishment of the Secretariat	Indicator of achievement
Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes	Increase in the percentage of Member States requesting assistance that have strengthened existing electoral management bodies

Strategy

2.10 Substantive responsibility for subprogramme 2 is vested in the Electoral Assistance Division, which provides leadership and guidance to all United Nations electoral assistance activities. The Division will provide international expertise in a timely, coordinated and effective manner. It will provide assistance in the organization and conduct of electoral processes to Member States, including key guidance and support in the context of peace negotiations, peacekeeping operations and other United Nations field missions and peacebuilding missions. The Division will assess the conditions and the needs for the holding of credible elections and, on the basis of those assessments, formulate strategic responses, taking into due consideration sustainability and cost-effectiveness. It will also provide guidance on executing the elections, including technical cooperation and expert advice on the establishment and enhancement of electoral management bodies. Moreover, the Division will establish partnerships with national and international bodies, within and outside the United Nations system, to foster the consistent application of international principles and develop technical parameters and best practices in the electoral field. It will also provide guidance on the establishment of electoral components in peacekeeping operations and other United Nations field missions and on the organization of elections based on a specific mandate. In compliance with resolutions of the General Assembly or the Security Council, it will support United Nations electoral observers when deployed. The effectiveness of the subprogramme will be measured by an increase in the number of requests from Member States for assistance in establishing and strengthening electoral management bodies. This measure should reflect qualitative improvements and implementation of electoral processes, increasing citizen participation, the participation of women on equal terms with men and overall public confidence in the election, contributing to stability and security throughout the electoral process, in particular in transitional and post-conflict situations. The strengthening of electoral management bodies will further consolidate and regularize the achievements of previous elections as demonstrated by consecutive successful elections with results accepted by all stakeholders.

Subprogramme 3
Security Council affairs

Objective of the Organization: To facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Meetings conducted in a timely and procedurally correct manner	(a) Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division

(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	**(b) (i) Increase in the number of pages viewed of the online *Repertoire of the Practice of the Security Council***
	(ii) Increase in the number of visits to the Security Council home page
(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented	**(c) (i) Monitoring mechanisms under Security Council sanctions committees are established within the time frame stipulated by Council resolutions**
	(ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.11 Responsibility for subprogramme 3 is vested in the Security Council Affairs Division, which will provide advice and substantive services to the Council and its subsidiary organs, in particular the sanctions committees and the Counter-Terrorism Committee, the Committee established pursuant to Security Council resolution 1540 (2004), informal working groups and the Military Staff Committee. Advice and substantive services will be provided through the timely issuance of parliamentary documentation and communications; the effective coordination of meetings; the provision of guidance to the Council, its subsidiary bodies and the wider United Nations membership in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice; the provision of substantive administrative support to expert monitoring groups and panels and to all relevant subsidiary organs of the Security Council; the planning and organization of missions by members of the Council and chairpersons of its subsidiary organs; research and analysis, including with respect to current and past practice of the Council, as well as the implementation, effectiveness and impact of mandatory measures or sanctions imposed by the Council; advocacy and advice regarding the design and implementation of "targeted" sanctions; and the provision of familiarization sessions for new members of the Council with respect to the evolving procedure, practice and working methods of the Council and its subsidiary organs, in particular the sanctions committees.

Subprogramme 4
Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 16 remaining Non-Self-Governing Territories so as to bring about the complete eradication of colonialism

Expected accomplishment of the Secretariat	Indicator of achievement
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories	(i) 100 per cent of parliamentary documents are submitted within deadlines
	(ii) Sustained level of support to the work of the Special Committee in facilitating communication with the administering Powers

Strategy

2.12 Responsibility for subprogramme 4 lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to the General Assembly. The issues related to decolonization are guided by the Charter of the United Nations, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.13 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination or that have not been decolonized according to their specific conditions and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories. It will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories. Moreover, the Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the Assembly.

2.14 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including in its deliberations on the situation in the remaining 16 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific regions; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights

Expected accomplishments of the Secretariat	Indicators of achievement
Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives, as evidenced by the number of adopted resolutions, international meetings and conferences, and International Days of Solidarity with the Palestinian People (ii) Continued involvement of civil society organizations in support of the efforts of the Committee and the United Nations towards a comprehensive, just and lasting settlement of the question of Palestine, as evidenced by the number of civil society conferences, public forums, meetings and consultations between the Committee and civil society organizations (iii) Increase in international awareness of the United Nations policies and activities on the question of Palestine, as evidenced by the increase in the number of users of documents of the United Nations Information System on the Question of Palestine, and relevant information materials on the "question of Palestine" website

Strategy

2.15 Substantive responsibility for implementing subprogramme 5 is vested in the Division for Palestinian Rights. The question of Palestine was first considered by the General Assembly in 1947. By its resolution 3376 (XXX), the Assembly established the Committee on the Exercise of the Inalienable Rights of the Palestinian People. Substantive and secretariat support will be provided to the Committee in its deliberations and its annual programmes of work, which focus on promoting a comprehensive, just and lasting settlement of the question of Palestine in accordance with all relevant United Nations resolutions, as well as the full and effective implementation of the Israeli-Palestinian agreements. A negotiated settlement is expected to resolve all outstanding issues. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international legitimacy. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including technical cooperation, such as an annual training programme for officials of the Palestinian Authority. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations, and concerted action in support of the inalienable rights of the Palestinian people. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations Information System on the Question of Palestine and the United Nations website.

Subprogramme 6
Counter-Terrorism Implementation Task Force

Objective of the Organization: To advance implementation of the United Nations Global Counter-Terrorism Strategy

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced coordination and collaboration among the United Nations system entities in facilitating the implementation of the various elements of the United Nations Global Counter-Terrorism Strategy	(a) (i) Increase in the number of joint initiatives within the United Nations system and other participating entities for facilitating the implementation of the Strategy
	(ii) Increase in the number of countries requesting and receiving coordinated assistance for the integrated implementation of the Strategy from the United Nations system through the Counter-Terrorism Implementation Task Force

(b) Enhanced collaboration between the Member States, the entities of the United Nations system, international and regional organizations and civil society entities for the implementation of the United Nations Global Counter-Terrorism Strategy	(b) Increase in the number of joint initiatives and activities undertaken by the Counter-Terrorism Implementation Task Force with the Member States, international and regional organizations, and civil society entities promoting the implementation of the Strategy

Strategy

2.16 Substantive responsibility for subprogramme 6 is vested in the Office of the Counter-Terrorism Implementation Task Force, plays the central role in ensuring overall coordination and coherence in the counter-terrorism efforts of the United Nations system. To achieve the objective of the subprogramme, the Office will support the efforts of Member States in the implementation of all four pillars of the United Nations Global Counter-Terrorism Strategy by ensuring that the United Nations system entities offer their experience and provide advice in a coherent and coordinated, timely, efficient and cost-effective manner to Member States. The four pillars of the strategy are measures to address the conditions conducive to the spread of terrorism, measures to combat terrorism, measures to improve State capacity to combat terrorism and to strengthen the role of the United Nations in this regard and measures to protect human rights while combating terrorism. The Office will enhance partnerships with Member States, regional and subregional organizations, and civil society on the implementation of the Strategy, and enhance access to assistance, information and good practices on promoting implementation. It will also facilitate and support initiatives and activities of the United Nations system in areas of their respective mandates and expertise for assisting in the implementation of the Strategy in all its elements. Moreover, the Office will address issues pertaining to the overall United Nations system-wide response to global terrorism challenges. To this end, it will work closely with participating entities of the Counter-Terrorism Implementation Task Force.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increase in the number of negotiations between parties involved in the conflict with the support of the United Nations
(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people	(b) The level of resources made available for improving the living conditions of the Palestinians is maintained in accordance with need

(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions	(c) Increase in the number of coordinated strategies and projects carried out by the United Nations system within the framework of the integrated strategic framework, the medium-term response plan and the consolidated appeals process

Strategy

2.17 The Office of the United Nations Special Coordinator for the Middle East Peace Process will provide good offices and other forms of diplomatic engagement and representation in Gaza, Jerusalem, the West Bank and the region to promote conflict resolution and prevention in the region, taking into account diplomatic, cultural and gender perspectives. The Office will act as a focal point for the United Nations in its efforts to encourage and engage the parties and the international community through increased planning, negotiations and consultations, with a view to making progress towards a two-State solution. Taking into consideration previous obstacles and concerns that have emerged between the parties, the Office will expand its range of interlocutors to include stakeholders able to provide further insight into potential resolutions of the legitimate concerns of the parties.

2.18 The Office will enhance the roles of the Resident and Humanitarian Coordinator, and continue to support integration of the work of the United Nations agencies in the occupied Palestinian territory. It will further guide the international community and United Nations agencies in the coordination, mobilization, management and allocation of development and humanitarian aid flows to the Palestinian people. This response should increasingly focus, at all levels, on the development and reform of Palestinian public and private institutions to ensure that those institutions can provide assistance directly to the Palestinian people in an equitable and sustainable way. Such a focus requires increased coordination within the international community, greater alignment with Palestinian priorities and systems and tools that result in fewer transaction costs for national partners.

Subprogramme 8

Peacebuilding Support Office

Objective of the Organization: To consolidate peace for post-conflict countries and avoid relapse into conflict

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient support to the work of the Peacebuilding Commission to enhance support for post-conflict countries	(a) (i) Number of background documents, mapping of initiatives and identification of priorities for country-specific configurations provided on a timely basis and with the highest standard of quality by the Peacebuilding Support Office

	(ii) Number of reports provided for the weekly meetings of the Chair and Vice-Chairs of the Commission
	(iii) Increased support to visits by the Chair of the Peacebuilding Commission, Chairs of the country-specific configurations and Commission delegations to deepen interaction with national stakeholders as evidenced in the number of background reports and in coordination and organizational support for these visits
(b) Informed decision-making by the Peacebuilding Commission	**(b) Percentage of reports with in-depth analysis submitted within deadlines**
(c) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict	**(c) (i) Total cumulative pledges to the Peacebuilding Fund**
	(ii) The number of all newly approved applications from the Immediate Response Facility and Peacebuilding and Recovery Facility of the Peacebuilding Fund
	(iii) Total disbursements for newly approved projects made within 30 days of receipt of funding request
	(iv) Activities of the Peacebuilding Fund are in line with the priorities identified by the Peacebuilding Commission
(d) Enhanced efficiency of United Nations support to national peacebuilding efforts	**(d) (i) The number of countries for which integrated peacebuilding strategies are developed**
	(ii) Increase in the number of United Nations staff and national and international partners who have received training in effective peacebuilding practices and tools
	(iii) The number of evaluation recommendations accepted about peacebuilding practices
	(iv) Increase in the percentage of recommendations accepted by the intergovernmental organs contained in the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict implemented

Strategy

2.19 The United Nations peacebuilding architecture, consisting of the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office, was established by concurrent resolutions of the General Assembly (resolution 60/180) and the Security Council (resolutions 1645 (2005) and 1646 (2005)). The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all its substantive aspects and oversees the operations of the Peacebuilding Fund.

2.20 The key tasks of the Peacebuilding Commission include advising post-conflict countries on the development of integrated strategies for post-conflict peacebuilding and recovery; helping to marshal resources and ensuring predictable financing for immediate post-conflict activities and sustained financial investment over the medium to longer term; and ensuring sustained attention by the international community to post-conflict recovery.

2.21 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission by preparing analytical backgrounds that facilitate the development of its instrument of engagement, by contributing to the drafting of the reports on the biannual reviews of such instruments of engagement for peacebuilding, by planning for and preparing the reports on the field visits by the Chairs of the country-specific configurations and by preparing background documents for thematic meetings of the country-specific configurations and the Working Group on Lessons Learned. The Office will support the Commission in implementing the recommendations which may result from the review process of 2010.

2.22 The Peacebuilding Support Office will also promote collaboration among relevant entities of the United Nations system to ensure enhanced support for the work of the Peacebuilding Commission, to promote a coherent approach through training, tools and guidance development and technical support to the peacebuilding efforts at the country level and to advance the implementation of the recommendations accepted by the intergovernmental organs contained in the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict. The Office's function of supporting the Commission will therefore extend to ensuring a more coherent approach of the United Nations in the countries that receive advice from the Commission.

2.23 The Peacebuilding Fund contributes to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services and the rule of law. The Peacebuilding Support Office will review the project proposals, share those reviews with entities of the United Nations system and make recommendations on allocation of funding subject to the approval of the Secretary-General.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: To establish and maintain a Register of Damage caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progressive registration of damage claim forms	(a) (i) Increase in the number of damage claim forms collected
	(ii) Increase in the number of damage claim forms processed by the Office of the Register of Damage
	(iii) Increase in the number of damage claim forms registered by the Board of the United Nations System of Damage
(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms	(b) Increase in the number of affected natural and legal persons informed about the possibility of and requirements for filing a damage claim form

Strategy

2.24 The Office of the Register of Damage will remain active for the duration of the registration process. The establishment of the Register itself is a continuous process, which will most likely take several years, given the thousands of potential claim forms and the continued construction of the Wall, which may result in new damage claims. The Register will include both printed and electronic versions of the claims, which will be safeguarded at the Office. The Office will be responsible for the administration of a community outreach programme to inform the Palestinian public about the possibility of and requirements for filing a claim form. To this end, the Office will, through locally recruited and United Nations Register of Damage-trained claim intakers, provide technical assistance to the claimants in filing the claim forms for registration of damage, as well as collecting and sending them, together with its supporting documents, to the Office for processing and review in accordance with objective criteria defined in the United Nations Register of Damage rules and regulations. The Office will also be responsible for maintaining the archive of the Register of Damage both in paper form and electronically.

Legislative mandates

Subprogramme 1
Prevention, management and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/157	Cooperation between the United Nations and the Organization of American States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
60/285	The situation in the occupied territories of Azerbaijan
60/288	The United Nations Global Counter-Terrorism Strategy
61/51	Cooperation between the United Nations and the Southern African Development Community
61/53	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa

61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
61/293	Prevention of armed conflict
61/294	Zone of peace and cooperation in the South Atlantic
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization
63/11	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
63/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
63/13	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
63/14	Cooperation between the United Nations and the Council of Europe
63/15	Cooperation between the United Nations and the Eurasian Economic Community
63/17	Cooperation between the United Nations and the League of Arab States
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
63/23	Promoting development through the reduction and prevention of armed violence
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union
63/34	Cooperation between the United Nations and the Caribbean Community
63/35	Cooperation between the United Nations and the Association of Southeast Asian Nations
63/86	Strengthening of security and cooperation in the Mediterranean region
63/105	Question of Western Sahara
63/114	Cooperation between the United Nations and the Organization of the Islamic Conference
63/115	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons

63/143	**Cooperation between the United Nations and the Community of Portuguese-speaking Countries**
63/144	**Cooperation between the United Nations and the Economic Cooperation Organization**
63/161	**Indigenous issues**
63/200	**Cooperation between the United Nations and the Pacific Islands Forum**
63/236	**Cooperation between the United Nations and the International Organization of la Francophonie**
63/261	**Strengthening the Department of Political Affairs**
63/267	**New Partnership for Africa's Development: progress in implementation and international support**
63/281	**Climate change and its possible security implications**
63/301	**Situation in Honduras: democracy breakdown**
63/308	**The responsibility to protect**
63/310	**Cooperation between the United Nations and the African Union**
64/6	**Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba**
64/7	**International Commission against Impunity in Guatemala**
64/10	**Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict**
64/12	**Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies**
64/14	**The Alliance of Civilizations**
64/19	**Peaceful settlement of the question of Palestine**
64/20	**Jerusalem**
64/21	**The Syrian Golan**
64/87	**Assistance to Palestine refugees**
64/90	**Palestine refugees' properties and their revenues**
64/109	**The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts**
64/116	**The rule of law at the national and international levels**
64/118	**Measures to eliminate international terrorism**

64/123	**Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly**
64/124	**Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly**
64/125	**Assistance to the Palestinian people**
64/134	**Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/155	**Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization**
64/183	**Cooperation between the United Nations and the Shanghai Cooperation Organization**
64/189	**Unilateral economic measures as a means of political and economic coercion against developing countries**
64/223	**Towards global partnerships**
64/238	**Situation of human rights in Myanmar**
64/252	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**
64/254	**Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict**
64/256	**Cooperation between the United Nations and the Collective Security Treaty Organization**

Security Council resolutions

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa

1325 (2000)	Women, Peace and Security
1366 (2001)	Prevention of armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security
1645 (2005)	Post-conflict peacebuilding
1646 (2006)	Post-conflict peacebuilding
1699 (2006)	General issues related to sanctions
1810 (2008)	Non-proliferation of weapons of mass destruction
1820 (2008)	Woman and peace and security
1882 (2009)	Children and armed conflict
1887 (2009)	Maintenance of international peace and security: Nuclear non-proliferations and nuclear disarmament
1888 (2009)	Woman and peace and security
1889 (2009)	Woman and peace and security
1894 (2009)	Protection of civilians in armed conflict
1904 (2009)	Threats to international peace and security caused by terrorist acts
1907 (2009)	Peace and security in Africa

Subprogramme 2
Electoral assistance

64/304	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47 and 50

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222	Pattern of conferences
64/115	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992), 1132 (1997), 1267 (1999), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005) and 1636 (2005)

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/316	Further measures for the revitalization of the work of the General Assembly [annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas)]
60/120	Second International Decade for the Eradication of Colonialism
64/97	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
64/98	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
64/99	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
64/100	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
64/101	Question of Western Sahara
64/102	Question of New Caledonia
64/103	Question of Tokelau

64/104 A+B	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands A. General B. Individual Territories
64/105	Dissemination of information on decolonization
64/106	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
64/16	Committee on the Exercise of the Inalienable Rights of the Palestinian People
64/17	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Counter-Terrorism Implementation Task Force

General Assembly resolutions

64/235	Institutionalization of the Counter-Terrorism Implementation Task Force

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

48/213	Assistance to the Palestinian People
49/88	Middle East peace process
64/19	Peaceful settlement of the question of Palestine
64/21	The Syrian Golan
64/95	The occupied Syrian Golan

Subprogramme 8
Peacebuilding Support Office

General Assembly resolutions

60/180	The Peacebuilding Commission
60/261	Election of seven members of the Organizational Committee of the Peacebuilding Commission
60/287	The Peacebuilding Fund
62/245	Special subjects relating to the programme budget for the biennium 2008-2009 (sect. II: financing of field missions of the Peacebuilding Commission)
63/282	The Peacebuilding Fund

Security Council resolutions

1645 (2005) and 1646 (2005)	Post-conflict peacebuilding

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

General Assembly resolution

ES-10/17	Establishment of the United Nations Register of Damage Caused By the Construction of the Wall in the Occupied Palestinian Territory: resolution

Programme 3
Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/2) and takes into account other relevant resolutions of the United Nations. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization due to their destructive power and threat to humanity. Conventional disarmament, especially with regard to major weapons systems, small arms, light weapons, landmines and cluster munitions, has received increased attention from the international community in view of the havoc that such weapons are inflicting on peoples' daily lives, in particular in conflict-ridden regions.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office for Disarmament Affairs. The Office's strategy in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, disarmament and non-proliferation measures at all levels. The Office will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non-proliferation in all its aspects in order to help promote international peace and security and contribute to global efforts against terrorism. In order to do so effectively, the Office will enhance its capacity for more in-depth analysis, keeping track of developments in those areas, and will provide Member States with timely and practical advice, on request. It will continue to assist Member States in their efforts aimed at preventing the destabilizing and excessive accumulation and illicit manufacture of and trafficking in small arms and light weapons in all their aspects. Moreover, the Office will facilitate and promote efforts for further implementation of the Programme of Action adopted at the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as practical disarmament measures. It will promote transparency, based on the principle of undiminished security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Office will assist Member States in promoting regional approaches to disarmament, non-proliferation in all its aspects and regional and international peace and security. It will also continue to contribute to efforts to enhance disarmament expertise in Member States, in particular in developing countries.

3.4 The Office will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. This will also include monitoring and assessing current and future trends in the field of disarmament, non-proliferation in all its aspects and international security.

3.5 The Office will continue to be a source of impartial and factual information on disarmament and security-related matters for Member States, organizations of the United Nations system, intergovernmental and regional organizations and non-governmental organizations, and will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations disarmament fellowship, training and advisory services programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums. The Office will also assist Member States in increasing understanding of the relationship between disarmament and development.

3.6 Gender mainstreaming will continue to be an integral part of the activities of the programme through the continued implementation of a plan of action aimed at raising awareness and increasing commitment to and capacity for gender mainstreaming in disarmament affairs.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on arms limitation and disarmament, including non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral arms limitation and disarmament agreements in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects at the organizational, procedural and substantive levels	(a) (i) Increased acknowledgements by presidents and chairpersons of subsidiary bodies and by Member and Observer States of the Conference on Disarmament of the effectiveness of substantive and procedural support and the efficiency of organizational services
	(ii) Increased acknowledgements by chairpersons of conferences and meetings of States parties as well as individual States parties and other participants to those events of the effectiveness of substantive and procedural support and the efficiency of organizational services

(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements	(b) (i) Increased reporting by States parties on their steps to implement treaty obligations, decisions, recommendations and programmes of action, as required (ii) Increased provision of information by States parties for populating the databases mandated under multilateral disarmament agreements (iii) The number of visits and average time of user sessions to online information sources, in particular to the web pages maintained by the Branch
(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme	(c) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations disarmament fellowship, training and advisory services programme (ii) Increased number of alumni of the United Nations disarmament fellowship, training and advisory services programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation (iii) Increased percentage of female participants in the United Nations disarmament fellowship, training and advisory services programme

Strategy

3.7 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued by:

(a) Providing organizational and substantive support, including sound advice on historical background, procedures and practices, to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral arms limitation and disarmament agreements;

(b) Assisting Member States in consensus-building by providing timely and comprehensive information, including political analyses and policy and procedural options;

(c) Supporting the implementation of treaty obligations, as well as decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral disarmament, non-proliferation and arms limitation agreements;

(d) Providing specialized training in the field of arms limitation and disarmament, including non-proliferation in all its aspects, to Member States, in particular developing countries, through the United Nations disarmament fellowship, training and advisory services programme, and promoting gender-balanced participation in the programme;

(e) Monitoring and assessing trends in arms limitation, disarmament and non-proliferation in all its aspects, to provide Member States and international and non-governmental organizations participating in United Nations disarmament-related conferences and meetings with timely and accurate information;

(f) Assisting Member States in capacity-building through substantive support to various disarmament-related activities, including workshops, seminars, ad hoc presentations and advisory services.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for nuclear disarmament and non-proliferation in all its aspects and to assist Member States, at their request, in supporting existing treaties related to weapons of mass destruction

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States and States parties at their request	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided (ii) Increased number of requests for expertise to support negotiations, deliberations, consensus-building and implementation efforts
(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including terrorism involving weapons of mass destruction	(b) (i) Increased number of requests to the Branch for assistance and substantive input and advice on issues related to the work of the Branch (ii) Increased number of visits (page views) to the Branch's web pages (iii) The number of requests from Member States and international and regional organizations for the provision of support at events/seminars aimed at enhancing capacity and assistance in their implementation of obligations relating to disarmament and non-proliferation of weapons of mass destruction and their means of delivery

Strategy

3.8 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued by:

(a) Assisting and supporting Member States in their negotiations, deliberations and consensus-building in the area of weapons of mass destruction, in particular nuclear weapons, and on their means of delivery, as well as assisting Member States, at their request, in their endeavours in the area of disarmament, non-proliferation and universalization of multilateral agreements, including global efforts against terrorism;

(b) Assisting and supporting States parties and other interested States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements related to weapons of mass destruction, in particular nuclear weapons;

(c) Enhancing cooperation in accordance with existing arrangements with the International Atomic Energy Agency, the Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of weapons of mass destruction and delivery systems;

(d) Monitoring and assessing of current and future trends in the area of weapons of mass destruction with a view to achieving enhanced capacity to provide timely and accurate information and analysis;

(e) Participating in international seminars and workshops in response to rising demand from Member States and international and regional organizations;

(f) Providing more timely and comprehensive analysis and policy options on a wide range of current and emerging disarmament issues in order to build consensus.

Subprogramme 3
Conventional arms (including practical disarmament measures)

Objective of the Organization: To promote greater mutual confidence among Member States in the field of conventional arms and facilitate their efforts in the deliberation on the regulation and limitation of conventional weapons

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools	(a) Absence of complaints from Member States about services provided
(b) Effective facilitation of the process regarding the United Nations Conference on an Arms Trade Treaty	(b) Absence of complaints from Member States about services provided

(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments	**(c) Absence of complaints by Member States about services provided**

Strategy

3.9 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued by:

(a) Promoting and supporting the implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(b) Promoting and supporting the implementation of the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons;

(c) Facilitating the process of negotiation of an arms trade treaty;

(d) Supporting efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons by enhancing the effectiveness of the Coordinating Action on Small Arms mechanism;

(e) Supporting United Nations efforts to enhance cooperation with regard to the issue of ammunition for conventional arms stockpiles in surplus;

(f) Promoting and supporting practical confidence-building measures in the field of conventional weapons;

(g) Promoting and supporting the United Nations Standardized Instrument for Reporting Military Expenditures;

(h) Promoting and supporting the continued operation and further development of the United Nations Register of Conventional Arms and facilitating progress towards universal participation;

(i) Identifying emerging issues and challenges in the field of conventional weapons and analysing their possible impact on international peace and security;

(j) Analysing and assessing trends and developments related to global military expenditures and the arms trade;

(k) Providing advisory services, at the request of the Governments, to monitor and evaluate the implementation of existing and future practical disarmament projects.

Subprogramme 4
Information and outreach

Objective of the Organization: To increase understanding and knowledge of Member States and the public on disarmament issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization and improved access to information and education materials of the Office for Disarmament Affairs	(a) (i) Increased percentage of users indicating usefulness of disarmament materials (ii) The number of visits and page views on the website of the Office for Disarmament Affairs
(b) Timely access to factual and objective information by end-users through print and electronic means regarding various aspects of disarmament	(b) Increased percentage of information materials made available within the prescribed deadlines

Strategy

3.10 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued by:

(a) Continuing to carry out information and outreach activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of working methods and composition;

(c) Implementing and promoting the recommendations of the 2002 United Nations study on disarmament and non-proliferation education in cooperation with or by relevant United Nations offices, disarmament-related international organizations, regional organizations as well as with civil society organizations, especially non-governmental and academic organizations;

(d) Furthering collaboration with the United Nations Institute for Disarmament Research;

(e) Enhancing the use of the electronic medium for dissemination and exchange of information, in particular by developing specialized web pages for end-users, including delegations, representatives of intergovernmental organizations and institutions, specialized agencies of the United Nations system, researchers and educators, civil society, especially representatives of non-governmental organizations, the media, and the general public;

(f) Facilitating participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings in accordance with established rules of procedure, including access to meetings, documentation, organization of oral presentations, holding of special events and mounting of exhibits.

Subprogramme 5
Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) The number of activities (regional consultations, regional symposiums, capacity-building workshops and/or training activities, publications, advocacy and outreach activities related to universalization of treaties and full implementation of resolutions) undertaken at the national, subregional and regional levels
(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security	(b) (i) The number of national, regional and subregional entities participating in events organized by the Regional Disarmament Branch (ii) The number of collaborative measures implemented by regional, subregional and national entities
(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	(c) The number of actions taken by national, subregional and regional entities to implement measures related to disarmament, non-proliferation in all its aspects and regional and international peace and security measures

Strategy

3.11 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued by:

(a) Promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security;

(b) Promoting understanding of regional and subregional disarmament;

(c) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;

(d) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects;

(e) Undertaking advocacy in all areas of disarmament at the regional and subregional levels;

(f) Supporting the capacity-building of national, subregional and regional entities in the implementation of disarmament, non-proliferation in all its aspects and regional and international peace and security measures through hands-on assistance to entities at their request.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies
42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
58/50	Reduction of non-strategic nuclear weapons
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/95	Improving the effectiveness of the methods of work of the First Committee
60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation

60/73	Preventing the risk of radiological terrorism
61/67	Declaration of a fourth disarmament decade
61/70	2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
62/16	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
62/40	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence systems
62/272	The United Nations Global Counter-Terrorism Strategy
63/13	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
63/36	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
63/41	Decreasing the operational readiness of nuclear weapons systems
63/53	Measures to uphold the authority of the 1925 Geneva Protocol
63/54	Effects of the use of armaments and ammunitions containing depleted uranium
63/55	Missiles
63/56	Mongolia's international security and nuclear-weapon-free status
63/57	Information on confidence-building measures in the field of conventional arms
63/62	Consolidation of peace through practical disarmament measures
63/63	Establishment of a nuclear-weapon-free zone in Central Asia
63/64	The Hague Code of Conduct against Ballistic Missile Proliferation
63/70	United Nations study on disarmament and non-proliferation education
63/79	United Nations disarmament fellowship, training and advisory services
63/81	United Nations Disarmament Information Programme
63/115	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons

63/240	**Towards an arms trade treaty: establishing common international standards for the import, export and transfer of conventional arms**
64/22	**Objective information on military matters, including transparency of military expenditures**
64/23	**Implementation of the Declaration of the Indian Ocean as a Zone of Peace**
64/24	**African Nuclear-Weapon-Free Zone Treaty**
64/25	**Developments in the field of information and telecommunications in the context of international security**
64/26	**Establishment of a nuclear-weapon-free zone in the region of the Middle East**
64/27	**Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons**
64/28	**Prevention of an arms race in outer space**
64/29	**Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices**
64/30	**Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them**
64/31	**Follow-up to nuclear disarmament obligations agreed to at the 1995 and 2000 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons**
64/32	**Relationship between disarmament and development**
64/33	**Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control**
64/34	**Promotion of multilateralism in the area of disarmament and non-proliferation**
64/35	**International Day against Nuclear Tests**
64/36	**Convention on Cluster Munitions**
64/37	**Reducing nuclear danger**
64/38	**Measures to prevent terrorists from acquiring weapons of mass destruction**
64/39	**Treaty on the South-East Asia Nuclear-Weapon-Free Zone (Bangkok Treaty)**
64/40	**National legislation on transfer of arms, military equipment and dual-use goods and technology**

64/41	**Regional disarmament**
64/42	**Conventional arms control at the regional and subregional levels**
64/43	**Confidence-building measures in the regional and subregional context**
64/44	**Nuclear-weapon-free southern hemisphere and adjacent areas**
64/45	**Prohibition of the dumping of radioactive wastes**
64/46	**Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction**
64/47	**Renewed determination towards the total elimination of nuclear weapons**
64/48	**The arms trade treaty**
64/49	**Transparency and confidence-building measures in outer space activities**
64/50	**The illicit trade in small arms and light weapons in all its aspects**
64/51	**Problems arising from the accumulation of conventional ammunition stockpiles in surplus**
64/52	**Second Conference of States Parties and Signatories of Treaties that Establish Nuclear-Weapon-Free Zones and Mongolia**
64/53	**Nuclear disarmament**
64/54	**Transparency in armaments**
64/55	**Follow-up to the advisory opinion of the International Court of Justice on the *Legality of the Threat or Use of Nuclear Weapons***
64/56	**Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction**
64/57	**Towards a nuclear-weapon-free world: accelerating the implementation of nuclear disarmament commitments**
64/58	**United Nations regional centres for peace and disarmament**
64/59	**Convention on the Prohibition of the Use of Nuclear Weapons**
64/60	**United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean**
64/61	**Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa**

64/62	United Nations Regional Centre for Peace and Disarmament in Africa
64/63	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
64/64	Report of the Conference on Disarmament
64/65	Report of the Disarmament Commission
64/66	The risk of nuclear proliferation in the Middle East
64/67	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
64/68	Strengthening of security and cooperation in the Mediterranean region
64/69	Comprehensive Nuclear-Test-Ban Treaty
64/70	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction

General Assembly decisions

54/418	Advisory Board on Disarmament Matters
60/519	International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons
63/517	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
63/520	United Nations conference to identify appropriate ways of eliminating nuclear dangers in the context of nuclear disarmament
64/512	Verification in all its aspects, including the role of the United Nations in the field of verification
64/513	Review of the implementation of the Declaration on the Strengthening of International Security
64/514	Role of science and technology in the context of international security and disarmament
64/515	Convening of the fourth special session of the General Assembly devoted to disarmament
64/516	Preventing the acquisition by terrorists of radioactive materials and sources

Security Council resolutions

1325 (2000)	Women and peace and security
1540 (2004)	Non-proliferation of weapons of mass destruction
1810 (2008)	Extended mandate for the Security Council Committee established pursuant to resolution 1540 (2004)
1887 (2009)	Adopted by the Security Council at its 6191st meeting, on 24 September 2009 (high-level summit on nuclear disarmament and nuclear non-proliferation)

Programme 4
Peacekeeping operations

Overall orientation

4.1 The purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in resolutions of the Security Council and the General Assembly.

4.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support (established by the General Assembly in 2007). The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in support of peacekeeping operations and special political missions under its direction. Within the Department of Field Support, two subprogrammes have been created to align with the structures established in the field for the provision of administrative and logistics support services (field administrative support and integrated support services).

4.3 The Department of Peacekeeping Operations serves as the lead department in the implementation of integrated mandates, including multisectoral assistance operations, and works in an integrated way with the Department of Field Support, which provides logistical and administrative support. Regional approaches to peacekeeping and political strategies for multiple operations will be pursued when appropriate.

4.4 The Department of Peacekeeping Operations and the Department of Field Support will inform Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries needing to make informed decisions about their engagement in United Nations peacekeeping. The programme will also give emphasis to keeping Member States and other stakeholders informed of support issues in relation to all phases of peacekeeping operations. Working in an integrated manner, special attention will be given to the safety and security of peacekeepers in the field, and careful consideration will be given to gender and geographical balance in the staffing of peacekeeping operations.

4.5 Programme strategies and plans are undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Peacekeeping mandates may include the monitoring of ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and legitimate government authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the

delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for a transitional administration or executive law enforcement, including criminal justice functions. Meeting the complex and evolving challenges of modern peacekeeping requires an integrated approach and greater coordination and, as appropriate and mandated, support within the United Nations system and with external peacekeeping partners, including international financial institutions and regional organizations, to enhance the ability of the international community to maintain peace and security. Sustainable progress on security, national reconciliation and development needs to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. In that context, the Department of Peacekeeping Operations, the Department of Field Support and other relevant departments and organizations will plan and conduct United Nations peacekeeping activities in such a manner as to facilitate post-conflict peacebuilding and the long-term prevention of recurrence of armed conflict. To increase the programme's effectiveness, policy development and evaluation for the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

4.6 The Department of Field Support is the provider of administrative and logistics services to the operations managed by the Department of Peacekeeping Operations and the field-based activities of the Department of Political Affairs, as well as other operations, as mandated. The programme will provide support to United Nations peacekeeping operations as well as to special political missions supported by the Department of Field Support in the areas of human resources, finance, logistics, information and communications technology and general administration.

4.7 Fundamental to the provision of mission support are recruiting and retaining high-quality personnel and ensuring that field missions have the appropriate logistic resources, including materiel, direction, guidance and oversight to enable them to meet their mandated tasks. In addition, the Department of Field Support provides financial support services that ensure appropriate funding, responsible stewardship of funds and the financial expertise to formulate resource requirements and to manage those funds and resources.

4.8 The programme will provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Department of Peacekeeping Operations will implement the recommendations of the Special Committee, as endorsed by the Assembly.

A. Peacekeeping operations

Subprogramme 1
Operations

Objective of the Organization: Effective implementation of Security Council mandates to plan and establish peacekeeping operations, as well as effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries	(a) All recommendations incorporated in resolutions of the Security Council, the General Assembly and other intergovernmental bodies regarding new and existing peacekeeping operations
(b) Effectively and efficiently managed peacekeeping operations	(b) (i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new, or implementing adjustments to, peacekeeping operations
	(ii) Number of missions fulfilling major benchmarks defined in and mandated by Security Council resolutions

Strategy

4.9 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing and other contributing countries on peacekeeping issues and on the integrated planning, effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.10 The Office of Operations will serve as the locus of integration for planning and political and operational support to field operations. It will employ the integrated mission planning process policy with internal and external partners to both establish and adjust operations, to ensure a fully integrated approach to the spectrum of peacekeeping, peacemaking and peacebuilding support activities, ensuring the stabilization of States in post-conflict situations. The central vehicle at United Nations Headquarters for the integrated planning and conduct of United Nations peacekeeping operations and special political missions, supported by the Department of Field Support, will be the integrated operational teams. The Office of Operations will be responsible for establishing and managing the teams, bringing together expertise from the Department of Peacekeeping Operations and the Department of Field Support and other subject matter experts to provide integrated policy guidance for senior management on cross-cutting issues. The integrated operational teams will also provide a principal point of entry for troop- and police-contributing countries and partners on mission-specific issues, to engage in the planning and conduct of integrated peacekeeping operations. Building on initial context-specific cooperation with regional organizations, the Office of Operations will, in collaboration with the Policy, Evaluation and Training Division, operationalize relationships with an expanding pool of relevant regional organizations to maximize crisis prevention and response. In particular, and in the light of capacity needs in conflict-prone areas, the Office will enhance and institutionalize support for and cooperation with African regional organizations. Best practices will be incorporated into the design, planning and implementation of new and existing missions, including by refining of cross-cutting issues. Integrated mission information and operations units will be standardized in accordance with policy developments and will provide systematic and reliable mission risk assessments and longer-term analysis.

Subprogramme 2
Military

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates	(a) (i) No longer than seven days needed to produce military plans from the date a Security Council resolution is passed
	(ii) No longer than five days needed to issue official pledge requests from the date military plans are produced
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation of all recommendations endorsed by Headquarters, in the end-of-assignment reports of Heads of Military Components

Strategy

4.11 Substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office will continue to provide its best military advice to assist the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries on issues related to peacekeeping. The Office will also endeavour to ensure that all troop- and police-contributing countries are informed about current peacekeeping issues and have their troops trained accordingly. The activities of the subprogramme will include the preparation of operational plans for military components of peacekeeping operations, such as contingency plans for potential, ongoing or closing operations; the generation of military forces, observers and Headquarters staff for deployment, including predeployment assessments, coordination of deployments and rotations of the military components of missions; daily monitoring of and support for the military components of peacekeeping operations; and the contribution to peacekeeping training activities of the Department of Peacekeeping Operations and Member States deploying uniformed personnel, including the institutionalization of high standards of conduct and discipline.

4.12 The subprogramme will give special emphasis to supporting African regional peacekeeping military needs; strive for formalized arrangements with peacekeeping partners; encourage and increase the participation of female peacekeepers; assist regional organizations in their efforts to set up peacekeeping forces; formulate and issue cohesive military-related peacekeeping policies; introduce modern management practices; increase synergy and cooperation between military and police components; continue to review the United Nations Standby Arrangements System and encourage Member States to participate in it; and enhance the rapidly deployable capability of the military component during the start-up of a peacekeeping mission or during a crisis in existing peacekeeping missions.

4.13 The Office will enhance responsiveness to field missions, increasing the integration of the military perspective through military representatives on the integrated operational teams. Military representatives on the teams will draw upon the full capability and expertise of the Office of Military Affairs across the entire spectrum of military issues. Military representatives on the teams have the responsibility to represent the official position of the Office. The Office will coordinate weekly meetings with the military officers attached to the integrated operational teams.

Subprogramme 3
Rule of law and security institutions

Objective of the Organization: To enable rule of law and security institutions in post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) (i) Reduction in number of days required to establish the initial operating capacity of police components
	(ii) Reduction in the number of days for deployment of core rule of law, disarmament, demobilization and reintegration, mine action and security sector reform personnel after adoption of a Security Council resolution
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(b) Increased number of integrated plans for police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components implemented for peacekeeping operations

(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	**(c) Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries**

Strategy

4.14 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section, and the Security Sector Reform Unit. The re-establishment of the rule of law and the strengthening of national internal security services and institutions in post-conflict societies are paramount for the creation of an environment for lasting peace. The core function of the Office is thus to develop and maintain the important strategic and operational frameworks, including in the areas of guidance development, operational support, training and partnerships, to facilitate synergy, efficiency and effectiveness when working to strengthen security and the rule of law in the context of peacekeeping and peacebuilding. In that regard, the components each develop comprehensive plans and programmes for the reform and development of their respective sectors that take into consideration the relationships between the criminal justice institutions, legislation and justice system procedures and relevant gender dimensions affecting law and order. The components of the Office will also strive to support enhanced rule of law and the security-related activities of the Organization as a whole, by acting as the lead United Nations entity or focal point in the areas of police and law enforcement, corrections and mine action, as well as the chair or co-chair of the respective United Nations inter-agency bodies established in the areas of security sector reform, disarmament, demobilization and reintegration and mine action. The Office will actively engage regional and subregional organizations and donors on all aspects of rule of law and security issues and will develop and disseminate lessons learned and best practices. It will also strengthen its engagement with Member States and regional and national peacekeeping training centres on current training practices, security institution standards, and training guidelines and materials for police, corrections and other officers. In addition, the components of the Office will continue to develop value-added partnerships with other United Nations and relevant international actors.

Subprogramme 4
Policy, evaluation and training

Objective of the Organization: To strengthen an integrated institutional capacity for peacekeeping

Expected accomplishments of the Secretariat	Indicators of achievement
Increased awareness, understanding and familiarity with peacekeeping issues	(i) All peacekeeping personnel receive induction training (ii) Increased number of documents downloaded from Peacekeeping Resource Hub

Strategy

4.15 Substantive responsibility for the subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and guidance, informed by the systematic documenting of best practices and lessons learned; the provision of strategic guidance for standardized peacekeeping training based on doctrine and best practices; and the evaluation of mission performance in implementing mandates. The Division will provide services to the Department of Peacekeeping Operations, the Department of Field Support, field missions and Member States, thus ensuring the integration of substantive and support functions in guidance development, training and evaluation and providing a common platform for policy, guidance material, training and evaluation at Headquarters and in the field.

4.16 The aim of the above-mentioned capacity is to enhance the efficiency and effectiveness of peacekeeping field operations and support from Headquarters through the institutional strengthening of peacekeeping. The Division will develop and disseminate peacekeeping doctrine (policies, practices and standard operating procedures), support the doctrine development process within the subprogrammes of both Departments and support the continued development of the Intranet as the principal means for sharing knowledge and providing guidance material to staff in the field. Working in close cooperation with Member States and regional organizations, the Division will provide training standards and support for training programmes intended to prepare peacekeepers to perform their functions in field missions and at Headquarters. The Division will support the development of peacekeeping training capacity in Member States, particularly in current and emerging troop- and police-contributing countries. The Division will identify potential peacekeeping partners and develop frameworks to enable existing United Nations and non-United Nations partners, in accordance with the established procedures, to cooperate in peacekeeping operations in a complementary manner. The Division will evaluate peacekeeping performance, with the results of the evaluations being used to guide follow-on remedial measures, including policy revision and development and training in both Departments and in field missions.

Subprogramme 5
Field administrative support

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) Increased percentage of missions that meet the projected incumbency rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase, through the use of established rosters of pre-endorsed candidates
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Reduction of the vacancy rate within nine months from establishment of a mission
	(ii) Maintenance of a three-month average processing time frame (from receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims
(c) More timely reporting of allegations of misconduct	(c) All allegations of serious misconduct are recorded by peacekeeping operations in the Misconduct Tracking System within seven days of reception

Strategy

4.17 Within the Department of Field Support, responsibility for the subprogramme is vested in the Field Personnel Division and Field Budget and Finance Division, whose activities include support for peacekeeping and other field operations in the areas of personnel, budget and finance. The subprogramme is also responsible for training, monitoring, reviewing and advising on conduct and discipline matters relating to all categories of personnel.

4.18 The Field Personnel Division's mission is to enable peacekeeping operations to fulfil their mandates by designing, recruiting, developing and maintaining a high-quality civilian workforce through policy implementation guidance, organizational design and classification, self-monitoring, information management, outreach, roster maintenance and succession management. The Division also provides direct support in the functional areas of travel and administration (including on-boarding) to all field operations for those areas in which they do not have fully delegated human resources management authority. The priorities of the Field Personnel Division for the 2012-2013 biennium are to improve the capacity of field missions to administer themselves, to strengthen the Department's capability to rapidly deploy high-quality personnel, to improve the representation of troop- and police-contributing countries and gender at all levels, and to implement staff development and performance assessment practices that produce confident and competent managers of financial, human and physical resources, thus assuring high-quality support to field operations.

4.19 The Field Budget and Finance Division will support missions in preparing budget proposals and performance reports to enable the effective and efficient fulfilment of their mandates and to respond to changing circumstances on the ground or changes in mandates, including liquidation. The support provided will include Abacus team visits to field operations to improve the quality of information and timeliness of budget preparation, including improved results-based budgeting, staffing and cost estimates. The Division will ensure the timely processing of troop- and police-contributing countries' claims for contingent-owned equipment.

4.20 The subprogramme will support field operations in the implementation of enterprise resource planning and International Public Sector Accounting Standards, in the areas related to personnel, budget and finance. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of financial and personnel resources, as well as enhance its capacity to rapidly deploy a fully effective mission to areas of operation.

4.21 The subprogramme is also responsible for training, monitoring, reviewing and advising on conduct and discipline matters relating to all categories of personnel. The subprogramme will place continued emphasis on the prevention of misconduct, in particular by providing training materials to Member States and peacekeeping operations, for training in United Nations standards of conduct, including mandatory training for all categories of personnel on sexual exploitation and abuse. The subprogramme will continue to monitor, review and provide policy guidance and oversight on United Nations standards of conduct, to advise on conduct and discipline matters relating to all categories of personnel and to assist with appropriate follow-up to allegations of misconduct. The subprogramme will provide assistance and support to the inter-agency efforts on protection from sexual exploitation and abuse and on assistance to victims.

Subprogramme 6
Integrated support services

Objective of the Organization: To ensure that United Nations peacekeeping and related operations are fully equipped to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates	(a) (i) Identification and deployment of strategic deployment stocks and other logistic equipment capable of supporting start-up teams and initial troop and police deployments, within 90 days of Security Council mandates

	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	**(b) (i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days of the year** **(ii) Wide area network is up 99.8 per cent of the time**

Strategy

4.22 Within the Department of Field Support, substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The activities of those offices include the provision of equipment and services to missions, enabling the effective, timely and efficient fulfilment of their mandates. The subprogramme will provide integrated support services to missions as required and develop responsive mechanisms to address changing circumstances on the ground or changes in mandate. The subprogramme will work towards ensuring pre-emptive operational readiness and will strive to be more effectively placed to prioritize the timely deployment of material resources, as well as optimizing United Nations acquisition management and its material resource utilization. The subprogramme will continue to monitor and provide policy guidance and oversight on the delivery of integrated support to the field missions.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in supervision of the application and observance of the terms of those agreements

Expected accomplishments of the Secretariat	Indicators of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	**Timely submission of observation reports to the Secretary-General**

Strategy

4.23 The United Nations Truce Supervision Organization (UNTSO) will continue to implement its current core functions of observer deployment, and of maintaining liaison with the regional authorities under its regional mandate. UNTSO will continue to provide trained military observers under the operational control of the United Nations Disengagement Observer Force (UNDOF) and the United Nations

Interim Force in Lebanon (UNIFIL), assisting with the implementation of their respective mandates. It will maintain its observer presence in Egypt through a liaison office, as well as conduct a minimum acceptable level of patrols.

4.24 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations and liaison offices, and at its headquarters in Jerusalem. In addition, it will continue to use the good offices of the head of mission to strengthen and impose the relationships between Israel and its neighbouring countries. UNTSO will also continue to maintain and improve effective liaison with the ambassadorial and consular representatives of troop- and police-contributing nations, and with regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in the UNTSO area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Timely submission of incident/violation reports to United Nations Headquarters
(b) Effective, efficient patrolling, inspection and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secured access to notified areas to the extent permitted by the host countries
	(ii) Number of investigations of complaints undertaken

Strategy

4.25 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) will continue to provide timely and detailed routine as well as ad hoc reports on relevant developments in the UNMOGIP area of operations in accordance with the implementation of its mandate.

4.26 The mission will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	**Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations**
63/280	**Comprehensive review of the whole question of peacekeeping operations in all their aspects**
63/287	**Support account for peacekeeping operations**
64/84	**Assistance in mine action**
64/243	**Questions relating to the proposed programme budget for the biennium 2010-2011**
64/244	**Programme budget for the biennium 2010-2011**

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	**Cessation of hostilities in Palestine**
54 (1948)	**Situation in Palestine**
73 (1949)	**Armistice Agreements concluded by the parties involved in the conflict in Palestine**

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	**Establishment of a commission on the situation between India and Pakistan**
47 (1948)	**Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite**
91 (1951)	**Appointment of a United Nations Representative for India and Pakistan**
307 (1971)	**Observation of a durable ceasefire and a cessation of hostilities in Jammu and Kashmir**

Programme 5
Peaceful uses of outer space

Overall orientation

5.1 The overall purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The legislative authority and direction of the programme is drawn from relevant General Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by the Assembly in its resolution 1472 A (XIV).

5.2 Recommendations of particular relevance to the work to be undertaken under this programme are contained in General Assembly resolutions 54/68, 59/2, 59/115, 61/110, 61/111, 62/101, 62/217 and 64/86.

5.3 The Committee's Plan of Action to further implement the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III), contained in the resolution entitled "The Space Millennium: Vienna Declaration on Space and Human Development" and endorsed by the General Assembly in its resolution 54/68, is contained in its related report (A/59/174). The Plan of Action, which was endorsed by the Assembly in its resolution 59/2, constitutes a long-term strategy for enhancing mechanisms at the national, regional and global levels for developing and strengthening the use of space science and technology and their applications. In implementing that strategy, the Committee will provide a bridge between users and potential providers of space-based development and services and will take advantage of partnerships established between its secretariat, Member States, intergovernmental organizations and international non-governmental organizations.

5.4 In its resolution 61/110, the General Assembly established the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) to provide universal access to all types of space-based information and services relevant to disaster management to support the full disaster management cycle. UN-SPIDER serves as a gateway to space-based information for disaster management support, a bridge to connect the disaster management and space communities and a facilitator of capacity-building and institutional strengthening, in particular for developing countries.

5.5 The General Assembly, in its resolution 61/111, noted with appreciation the establishment of the International Committee on Global Navigation Satellite Systems. The International Committee promotes cooperation, as appropriate, on matters of mutual interest related to civil satellite-based positioning, navigation, timing and value-added services. By its resolution 64/86, the General Assembly welcomed the progress made by the International Committee and endorsed the recommendation of the Committee on the Peaceful Uses of Outer Space that the Office for Outer Space Affairs of the Secretariat should continue to serve as the executive secretariat of the International Committee and its Providers' Forum.

5.6 The actions of the Committee on the Peaceful Uses of Outer Space aimed at strengthening the international legal regime governing outer space resulted in the adoption by the General Assembly of resolutions 59/115 and 62/101. Those resolutions, which aim at facilitating adherence to and the application of the provisions of the United Nations treaties on outer space, in particular the Convention on International Liability for Damage Caused by Space Objects and the Convention on Registration of Objects Launched into Outer Space, contain recommendations on the application of the concept of the "launching State" and on enhancing the practice of States and intergovernmental organizations in registering space objects. The programme will further support the Committee's efforts by taking action to assist States in building or enhancing their capacity in space law.

5.7 In its resolution 62/217, the General Assembly endorsed the Space Debris Mitigation Guidelines of the Committee on the Peaceful Uses of Outer Space (A/62/20, paras. 117 and 118 and annex). The Guidelines, to be implemented on a voluntary basis, reflect the existing practices of a number of national and international organizations. By its resolution 64/86, the General Assembly welcomed the Safety Framework for Nuclear Power Source Applications in Outer Space (A/AC.105/934), adopted by the Scientific and Technical Subcommittee and endorsed by the Committee on the Peaceful Uses of Outer Space. The Safety Framework, developed in cooperation with the International Atomic Energy Agency, promotes the safe use of nuclear power sources in outer space.

5.8 The implementation of the programme will continue to strengthen efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and their applications.

Objective of the Organization: To further strengthen international cooperation among Member States and international entities in the conduct of space activities for peaceful purposes and the use of space science and technology and their applications towards achieving internationally agreed sustainable development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	(a) (i) Increased number of States and intergovernmental organizations having adhered to and/or taken action to implement the United Nations treaties and principles on outer space and related resolutions (ii) Increased number of countries receiving support to build or enhance their capacity in space law
(b) Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development	(b) (i) Increased number of countries receiving training in space science and technology and their applications (ii) Increased number of countries using space science, technology and their applications

(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development	**(c) Increased number of partnerships and/or synergies with United Nations system organizations, space-related entities and industry to promote awareness, strengthen capacity and use space science and technology and their applications**
(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle	**(d) (i) Increased number of countries requesting and receiving systematic and continuous technical advisory assistance for using space-based solutions in disaster management plans and policies and in the implementation of risk reduction activities**
	(ii) Increased number of emergency response communities using space-based information
(e) Greater understanding and use of Global Navigation Satellite Systems applications in supporting sustainable development goals	**(e) (i) Increased number of States and entities participating in improving access to space-based positioning, navigation and timing services**
	(ii) Increased number of States using space-based positioning, navigation and timing services

Strategy

5.9 The Office for Outer Space Affairs is substantively responsible for the implementation of the programme. The overall strategy of the Office in meeting the objective of the programme includes:

(a) Promoting greater awareness of and strengthening the capacity to implement the international legal regime governing outer space activities, including the development of national space legislation, and promoting increased opportunities for education in space law;

(b) Strengthening capacity, in particular of the developing countries, in the use and applications of space science and technology for sustainable development and increasing awareness of decision makers of the benefits of space science and technology and their applications in addressing societal needs for sustainable development;

(c) Supporting the implementation of the recommendations of UNISPACE III;

(d) Assisting in consensus-building among Governments and organs, organizations and programmes within the United Nations system, as well as intergovernmental and non-governmental organizations and industries engaged in space-related activities;

(e) Strengthening existing cooperative relationships and forging new partnerships to maximize the effective use of resources and identify new mechanisms for making space capabilities more readily available to all users;

(f) Contributing to the objectives of United Nations and non-United Nations bodies in addressing matters relating to space law and policy and the use of space science and technology and their applications.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space
2453 (XXIII)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the "launching State"
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/111	International cooperation in the peaceful uses of outer space
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
62/217	International cooperation in the peaceful uses of outer space
64/86	International cooperation in the peaceful uses of outer space

Programme 6
Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to support the accomplishment of the objectives of the United Nations by providing advice to the principal and subsidiary organs of the United Nations and by promoting among Member States a better understanding of and respect for the principles and norms of international law.

6.2 The mandate for the programme derives from the principal decision-making organs of the United Nations in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and other organs of the United Nations; supports the development of international justice; contributes to the progressive development and codification of international public and trade law and the strengthening and development of the international legal order for the seas and oceans; registers and publishes treaties; and performs the depositary functions of the Secretary-General.

6.4 The Office will provide legal advice and services, on request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations for the rule of law in international relations, in particular, observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. Particular attention will be given to incorporating a gender perspective into the work of the programme, in particular to the advice provided by the Office and in its activities, as appropriate.

6.5 The Office will carry out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including treaty organizations, intergovernmental, interregional, regional and national organizations, non-governmental organizations and academic communities. Such collaboration and cooperation include the following:

(a) Coordination of interdepartmental activities, liaison with United Nations organs dealing with legal matters, offices away from Headquarters and legal advisers or liaison officers assigned to field missions or other Secretariat units;

(b) Representation at and convening of meetings with legal advisers of the United Nations system and coordination of institutional arrangements for the specialized agencies and related organizations on matters of common concern;

(c) Representation of the Secretary-General and the Legal Counsel at meetings and conferences convened by the United Nations or sponsored by Governments, intergovernmental organizations and other international institutions.

6.6 The Office will face changing demands in a number of areas of its work. It will also aim to carry out its functions in the most efficient and modern way possible through enhanced use of the latest information and communications technology.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Objective of the Organization: To assist the principal and subsidiary organs of the United Nations in enhancing respect for the rule of law and supporting the development of international justice

Expected accomplishments of the Secretariat	Indicators of achievement
Facilitation of the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	No less than 98 per cent of the legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.7 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the qualitative and timely provision of legal advice at their request, the preparation of reports and analyses, and its participation in meetings. This covers questions relating to international peace and security, and includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations, treaties, and questions involving the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. Legal advice will be provided on questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, at their request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of the rules of procedure of principal and subsidiary organs. The Office will also assist the Secretary-General in complying with his statutory responsibilities with regard to the International Court of Justice. As required, the Office will represent the Secretary-General at meetings and conferences. Through continued ongoing contacts with legal offices throughout the United Nations system, the Office will seek to ensure that legal advice within the system is provided in a coordinated manner. The Office will work closely with the principal and subsidiary organs of the United Nations to ensure that the advice is clear, accurate and effective, and will engage in necessary follow-up to support the implementation of any resulting policy decisions, if requested.

6.8 Legal advice and services will be provided for the Organization's peacekeeping operations, through the preparation of agreements governing the status and the privileges, immunities, facilities and exemptions of those operations, including status-of-forces and status-of-mission agreements. Assistance and advice will also be provided in the preparation of instruments required for the proper and lawful functioning of those operations, including rules of engagement, standard operating procedures and directives. In the case of operations with legislative and executive mandates, assistance and advice will, in addition, be provided in the preparation of legislative instruments. Assistance for peacemaking efforts will include advice to support negotiations and the preparation of legal instruments.

6.9 A further objective of the subprogramme is to support the development of international justice and contribute to efforts to eradicate impunity through help to existing international and internationally assisted tribunals. To that end, the Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism operate, in their administrative activities, in accordance with the Charter, regulations, rules and policies of the United Nations and, as judicial organs, act within their statutes. Within the framework of the subprogramme, the Office will advise the principal and subsidiary organs of the Organization on legal aspects of the activities of the above-mentioned Tribunals and on matters arising in their relations with those Tribunals. It will also advise the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism regarding their relationships with States and host countries. In addition, the Office will provide advice, and ongoing support to the Special Court for Sierra Leone, the Extraordinary Chambers in the Courts of Cambodia and the Special Tribunal for Lebanon. The Office will also advise the principal and subsidiary organs regarding the Relationship Agreement between the International Criminal Court and the United Nations. The Office will assist in the establishment of other tribunals, as mandated, and help to develop transitional justice mechanisms, if mandated.

6.10 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

6.11 The Secretary-General, as the custodian of the Headquarters Agreement, shall reinforce the implementation of the Agreement, in particular its article IV, section 11 and section 13 (a), governing the host country's legal obligation to grant entry visas to the officials of all Member States attending United Nations meetings.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maximization of the protection of the legal interests of the Organization	(a) The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	(b) The total amount of the Organization's legal liability is minimized compared with the total amount of claims brought against the Organization

Strategy

6.12 The subprogramme is implemented by the General Legal Division. Legal services and support are provided to assist all parts of the Organization, including offices located away from Headquarters, in the day-to-day administration of their mandates and programmes. These involve: (a) participation in meetings of standing or ad hoc Secretariat and other bodies, such as, for example, the Headquarters Committee on Contracts, the Staff-Management Coordination Committee, the Headquarters Property Survey Board, the Board of the United Nations Joint Staff Pension Fund, and the Claims Board; and (b) the provision of advice on the interpretation of certain Articles of the Charter, of General Assembly resolutions and decisions, of the regulations, rules and mandates of programmes and activities in which United Nations organs and bodies are engaged, and of other administrative issuances of the Organization.

6.13 Legal services and support are also provided: (a) for the peacekeeping operations of the Organization regarding commercial and other arrangements with Governments, other United Nations entities, other international organizations, and other actors in the field for air, land and sea transportation, rations, logistical support, personnel and equipment; the resolution of related disputes; the arrangements for and the settlement of insurance claims; and claims against the Organization resulting from such operations; (b) for the Organization's expanded procurement activities and contracting requirements and the resolution of related disputes, controversies and claims by or against the Organization in relation to such activities and requirements, including throughout the completion of the capital master plan, and for the ongoing reform of the Organization's procurement processes; (c) to the Organization's funds and programmes for the establishment of programmes of cooperation for development, as well as for the development of new institutional modalities for operational activities and initiatives to counter epidemics and other hazards; (d) for enhancing the Organization's accountability measures, including, inter alia, through procedural advice and substantive action in relation to both internal sanctions and external enforcement action against United Nations officials and third parties who are responsible for fraud, corruption and other misconduct or crimes; through referrals of internal cases of such conduct to national investigative authorities and the provision of assistance to investigations and prosecutions by means of evidence production; as well as by ensuring that the Organization's legal and restitutionary interests as a victim of any such conduct are protected; (e) for the development of new modalities for cooperating with outside entities, including the business and not-for-profit sectors, in achieving the objectives of the Organization; and (f) for matters related to the development of the human resources management framework; to the minimization of legal liability arising from the implementation of the revised staff regulations and rules and staff selection system; and to the reform and updating of the staff, financial and programme planning regulations and rules, as well as other administrative issuances of the Organization.

6.14 The General Legal Division represents the Secretary-General before the United Nations Appeals Tribunal in cases involving both the Secretariat and the separately administered funds and programmes. The Division also provides advice and legal support to the offices representing the Secretary-General before the United Nations Dispute Tribunal by identifying trends in the judgements of the Dispute

Tribunal, by coordinating legal strategies for such representation, and by formulating consistent legal arguments. In addition, the Division represents the United Nations before other judicial and arbitral bodies in order to meet the Organization's obligations under the Convention on the Privileges and Immunities of the United Nations to provide an appropriate mode of settlement for claims arising out of contracts or of a private law character. In coordination with the Office of the Legal Counsel, which administers subprogramme 1, the General Legal Division liaises with the appropriate authorities of the host Government and other host countries to ensure that the international intergovernmental status of the Organization and its related privileges and immunities of the Organization are maintained.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: To facilitate the progressive development and codification of international law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the formulation of legal instruments	(a) Increased percentage of legal instruments under preparation that are at moderate or higher levels of progress
(b) Wider appreciation and understanding of international law	(b) (i) No less than 90 per cent satisfaction rating from the participants responding to the survey on international law training activities
	(ii) Increasing number of end-users of legal publications, documents and information disseminated

Strategy

6.15 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, preparation of background documents, analytical studies and draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.16 Substantive support will be provided to the Sixth Committee of the General Assembly and its working groups in its consideration of relevant instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly. Substantive support will also be provided to special and ad hoc committees, as well as to the International Law Commission and its Special Rapporteurs.

6.17 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented through (a) the preparation of major legal publications, including the desktop and electronic publishing of some of them, such as the *United Nations Juridical Yearbook*; the *United Nations Legislative Series*; the *Reports of International Arbitral Awards; Summaries of Judgments, Advisory Opinions and Orders of the International Court of Justice*; proceedings of codification conferences; and ad hoc publications on public international law; as well as the coordination of the preparation of the *Repertory of Practice of United Nations Organs*; and the provision of advice for the preparation of the *Yearbook of the International Law Commission*; (b) the designing of curricula for the organization and administration of courses and seminars on various subjects of international law, and assistance in the form of fellowships, regional courses and enhanced distribution of and access to United Nations legal publications, in particular, to developing countries; (c) the maintenance and continuous updating of an increasing number of websites of the Sixth Committee and the International Law Commission, and of the codification of international law, in conformity with existing mandates; and (d) the continuation and further development of the Audiovisual Library of International Law as a global online training and dissemination resource, primarily for government officials and lawyers in developing countries, via the Internet, including through the organization, recording and editing of lectures and the dissemination of teaching materials, and the preservation and presentation of historic archival material.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: To promote and strengthen the rule of law for the oceans

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased participation of States in and effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements	(a) (i) Increased number of States participating in the Convention and the related implementing agreements
	(ii) Increased number of actions by States in the implementation and application of the Convention and the related implementing agreements
(b) Enhanced cooperation and coordination among stakeholders with a view to deriving benefits from the use of oceans and seas	(b) (i) Increased number of submissions processed by the Commission on the Limits of the Continental Shelf and resulting delineation of the outer limit of the continental shelf beyond 200 nautical miles

	(ii) Increased number of activities at the international level aimed at improving the sustainable development of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources and the study, protection and preservation of the marine environment
	(iii) Increased cooperation relating to the conservation and sustainable use of marine living resources and their particular biodiversity, in areas beyond national jurisdiction
(c) Facilitation of decision-making by the General Assembly as well as other bodies under the Convention	(c) Increased percentage of Member States and other bodies who respond to the survey or otherwise indicating their satisfaction with the services provided

Strategy

6.18 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.19 The Division will continue to perform the functions of the Secretary-General under the Convention and the related agreements, as well as relevant General Assembly resolutions. The Division will provide information, analysis and advice on the Convention and the related agreements, their status and State practice relating thereto. Assistance will be provided to States and international organizations (including regional organizations) in the development of legal and policy instruments in the field of the law of the sea and ocean affairs, in conformity with the provisions of the Convention and the related implementing agreements.

6.20 Member States will be assisted in identifying emerging issues of ocean affairs to be addressed within the framework of the Convention and the related agreements. This assistance will entail analysing areas requiring action, organizing groups of experts for the purpose of formulating appropriate responses to emerging needs and servicing multilateral consultations and negotiations, so as to contribute to the effective implementation as well as progressive development of the law of the sea.

6.21 Developing States will continue to be assisted in developing and strengthening their capabilities, in particular the human and technical resources required for the effective exercise of their rights and the fulfilment of their obligations under the Convention and related agreements. The Division will provide such assistance, inter alia, through workshops, publications and training materials, as well as through fellowship programmes and other capacity-building activities. The Division will also continue providing advice to States on the various aspects of the preparation of submissions as well as on the processes and procedures in the considerations by the Commission on the Limits of the Continental Shelf. The Division will continue to

administer various trust funds established to assist developing States for the purpose of implementing the Convention and related agreements.

6.22 The Division will continue to facilitate the annual consideration, review and evaluation of developments related to the law of the sea and ocean affairs and, inter alia, will continue to provide substantive, administrative and technical support and services to: (i) the General Assembly through the provision of information, analysis and reports; (ii) the informal consultations to elaborate the General Assembly resolutions on oceans and the law of the sea and on sustainable fisheries; (iii) the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; (iv) the ad hoc open-ended informal working group to study issues relating to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction; (v) Meetings of States Parties to the Convention; (vi) the Commission on the Limits of the Continental Shelf; (vii) the Informal Consultations of States Parties to the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (United Nations Fish Stocks Agreement); and (viii) the regular process for global reporting and assessment of the state of the marine environment, including socio-economic aspects, in accordance with paragraph 182 of General Assembly resolution 64/71.

6.23 The Division will also cooperate with the International Tribunal for the Law of the Sea and the International Seabed Authority and provide services and assistance required for their effective functioning. Moreover, on request, it will assist States in the settlement of disputes through other mechanisms set out in the Convention.

6.24 The Division will continue to foster inter-agency cooperation and coordination and to participate in relevant meetings of United Nations and non-United Nations bodies dealing with oceans-related issues and the mechanisms of cooperation and coordination relating to oceans, in particular UN-Oceans.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: To facilitate and encourage the progressive improvement, harmonization, understanding, knowledge, interpretation and application of international trade law and coordination of the work of international organizations active in that field

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on texts of the United Nations Commission on International Trade Law (UNCITRAL) (ii) Increased number of judicial and arbitral decisions based on UNCITRAL texts

(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards	**(b) (i) Increased number of publications or databases referring to the work and mentioning texts of UNCITRAL** **(ii) Increased number of visitors to the UNCITRAL website**
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	**(c) Increased number of joint activities that incorporate reference to UNCITRAL trade law standards**
(d) Facilitation of the work of UNCITRAL	**(d) Increased number of Member States indicating satisfaction with the services provided**

Strategy

6.25 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.26 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will be provided with substantive support. The services provided to UNCITRAL in the conduct of its law-making activity will include research on international trade law, the preparation of studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals. The International Trade Law Division will assist the Commission in drafting for Governments modern and universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations) in areas where the Commission determines that the modernization or harmonization of commercial law is desirable and feasible. To that effect, a specialized library will be maintained.

6.27 In view of the growing need for commercial law reform in the various areas in which the Commission has prepared harmonized standards and the related increased demand for legislative technical assistance, in particular in developing countries and countries in transition, the Division will pay considerable attention to developing and carrying out programmes for a more active promotion of UNCITRAL texts, as well as legislative technical assistance and training. Such assistance will be based on requests from regional organizations and individual countries, and will be provided in the form of briefings to officials, training and direct assistance in the drafting of instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. Professional associations and academic institutions, in particular in developing countries and countries with economies in transition, will be assisted in promoting modern business practices and the teaching of international trade law. Carrying out the relevant activities in an effective and sustainable manner is expected to require their integration into strengthened and coordinated rule of law activities of the United Nations, additional resources and increased partnerships with State and non-State actors, including the private sector.

6.28 Cooperation will be undertaken with regional organizations to foster regional harmonization on the basis of universal texts of the Commission. The Division will provide models for use by intergovernmental organizations when they prepare legislative texts or assist their member States in modernizing trade legislation. Furthermore, the Division will draft models for use by international and national organizations when they prepare standard texts for use by their members. Attention will generally be given to issues arising from the increasing importance of electronic commerce in international trade. The UNCITRAL website will be maintained and expanded in all six official languages of the United Nations.

6.29 Bearing in mind the fact that an increasing number of regional economic integration organizations and those for particular industrial sectors are formulating rules and standards for international trade, the Division will be required to monitor and analyse their work so as to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, to carry out its mandate to coordinate legal activities in the area of international trade, in particular to avoid duplication of efforts and to promote efficiency, consistency and coherence in the modernization and harmonization of international trade law.

6.30 Users of legal texts originating from the Commission will be provided with information on the judicial and arbitral application and interpretation of those texts. Such information will be made available in all the official languages of the United Nations in the form of abstracts of court decisions and arbitral awards. In addition, the Division will facilitate the use of uniform law by preparing and continuously updating digests of case law interpreting UNCITRAL texts, such as the United Nations Convention on Contracts for the International Sale of Goods and the UNCITRAL Model Law on International Commercial Arbitration. The Division will also disseminate information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards and promote its uniform interpretation. The Division will pay particular attention to the growing need for uniform interpretation of international legal standards, which results from the use of such standards in a continuously increasing number of jurisdictions. The Division will explore means of responding to that demand through a realistic effort in support of harmonization of international trade law, not only in its enactment but also in its everyday use by courts and tribunals.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: To facilitate wider awareness of international treaties concluded under the auspices of the United Nations, treaties deposited with the Secretary-General and treaties registered with the Secretariat under Article 102 of the Charter, and actions relating to those treaties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat	(a) (i) Treaty actions and formalities relating to treaties deposited with the Secretary-General are processed within 1 to 2 days

	(ii) All treaties and actions received in a given month are registered by the first week of the following month
	(iii) Number of page views on the Treaty Section website
(b) Ongoing State participation in the multilateral treaty framework	(b) Continuous receipt of treaty actions (ratifications, accessions, etc.) from Member States for deposit with the Secretary-General
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat	(c) Reduction in the percentage of defective submissions received in deposit or for registration
(d) Respect for the international treaty framework	(d) (i) Increased requests, from States, other United Nations offices, specialized agencies and treaty bodies, for depositary and registration-related information and advice
	(ii) Number of individuals participating in training seminars at Headquarters and in the regions

Strategy

6.31 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section. The Section will undertake the depositary functions of the Secretary-General for over 545 multilateral treaties, and the registration and publication functions relating to over 60,000 treaties and over 111,000 related actions pursuant to Article 102 of the Charter of the United Nations; provide timely and accurate information relating to the treaties deposited with the Secretary-General and treaties and related actions registered with the Secretariat; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on various aspects of treaty law, including final clauses of treaties, the depositary practice of the Secretary-General, and the registration of treaties under Article 102 of the Charter; and prepare and revise related publications.

6.32 The Treaty Section will continue to refine its computerization programme to respond most effectively to the needs of Member States, in particular with respect to: (a) the comprehensive electronic database containing up-to-date depositary and registration information; (b) electronic dissemination of treaty and treaty law-related information from the database, including through online access; and (c) enhancement of the electronic database/workflow system; and will continue to update, enhance and develop the United Nations Treaty Collection on the Internet.

6.33 The Section will continue to promote wider participation in the multilateral treaty framework through regular treaty events and provide assistance to States with the technical and legal aspects of participation in treaties deposited with the Secretary-General and the registration of treaties pursuant to Article 102 of the Charter, including through capacity-building training seminars held at Headquarters in New York and in the regions.

Legislative mandates

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country

Subprogramme 2
General legal services provided to United Nations organs and programmes

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
61/261	Administration of justice at the United Nations
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations

Subprogramme 3
Progressive development and codification of international law

General Assembly resolutions and decisions

174 (II)	Establishment of an International Law Commission

487 (V)	**Ways and means for making the evidence of customary international law more readily available**
987 (X)	**Publication of the documents of the International Law Commission**
3006 (XXVII)	***United Nations Juridical Yearbook***
61/30	**Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts**
62/61	**Responsibility of States for internationally wrongful acts**
64/110	**Criminal accountability of United Nations officials and experts on mission**
64/113	**United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law**
64/114	**Report of the International Law Commission on the work of its sixty-first session**
64/115	**Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization [implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions]**
64/116	**The rule of law at the national and international levels**
64/117	**The scope and application of the principle of universal jurisdiction**
64/118	**Measures to eliminate international terrorism**
64/119	**Administration of justice at the United Nations**

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116-119, 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

United Nations Fish Stocks Agreement

Articles 26 (1) and 36

General Assembly resolutions

49/28	**Law of the Sea**
52/26	**Oceans and the law of the sea**

54/33	**Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation**
56/13	**Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks [establishment of informal consultations of parties to the Fish Stocks Agreement]**
57/141	**Oceans and the law of the sea**
58/14	**Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments**
58/240	**Oceans and the law of the sea**
59/24	**Oceans and the law of the sea**
59/25	**Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments**
60/30	**Oceans and the law of the sea**
60/31	**Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments**
61/105	**Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments**
61/222	**Oceans and the law of the sea**
62/177	**Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments**
62/215	**Oceans and the law of the sea**
63/111	**Oceans and the law of the sea**

63/112	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
64/71	Oceans and the law of the sea
64/72	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
64/111	Report of the United Nations Commission on International Trade Law on the work of its forty-second session

Subprogramme 6
Custody, registration and publication of treaties

United Nations Charter provisions

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
54/28	United Nations Decade of International Law
55/2	United Nations Millennium Declaration

62/62	**United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law**
62/70	**The rule of law at the national and international levels**
62/272	**The United Nations Global Counter-Terrorism Strategy**
63/128	**The rule of law at the national and international levels**
64/179	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity**

Programme 7

Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustained economic growth, the eradication of poverty and hunger, and sustainable development for all. While focused on tackling interlinked challenges in the social and economic fields, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of the United Nations work: peace and security, development and human rights.

7.2 The programme is under the responsibility of the Department of Economic and Social Affairs. Its key programmatic thrusts are: (a) to provide substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) to monitor and analyse development trends, prospects and policy issues globally; and (c) to provide support for capacity development in policy formulation and implementation, in particular in relation to the achievement of the internationally agreed development goals, including the Millennium Development Goals, through, inter alia, implementation of the regular programme of technical cooperation and Development Account projects.

7.3 The programme has put development issues at the centre of global deliberations and helped Member States to forge a shared vision of development based on the internationally agreed development goals and commitments, with the Millennium Development Goals at the core, as identified in the outcomes of the major United Nations conferences and summits, including the 2005 World Summit. Those commitments are collectively referred to as the United Nations development agenda.

7.4 In the biennium 2012-2013, the programme will continue to mobilize and provide practical support to help translate the development commitments into action. It will focus on the delivery of four main functions: (a) monitoring, research and analysis of development issues and emerging challenges, including through support to the global statistical system; (b) normative and policy support to United Nations intergovernmental processes; (c) assistance in capacity development and active promotion of capacity-building activities in order to support implementation of global conference outcomes at the country level; and (d) fostering collaboration and partnerships within the United Nations system and with civil society and the private sector.

7.5 Fulfilling those functions requires strengthened analytical and monitoring capacity, in particular to identify and address emerging issues and cross-cutting policy challenges and to support both national development strategies and accountability and monitoring mechanisms at the intergovernmental level. Strategic integration is also essential, to promote a coherent and coordinated implementation process for the internationally agreed development goals, including the Millennium Development Goals. This includes enhancing horizontal linkages across the subprogrammes of programme 7 to enable more effective and flexible support to Member States in pursuing the development agenda, in cooperation with entities of

the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners.

7.6 The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes. Consultations have taken place among concerned entities of the Executive Committee on Economic and Social Affairs at the thematic cluster level. Those consultations are expected to continue enhancing coordination and collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: To advance the role of the General Assembly and the Economic and Social Council and promote coordination and coherence in the activities of the United Nations system in the implementation of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals and the Millennium Development Goals, and in reinforcing the linkages between global policy discussion and national efforts intended to achieve those goals, including through the annual ministerial review and the Development Cooperation Forum	(a) (i) Increased level of satisfaction of Member States with the support and servicing of the intergovernmental process, including the quality of the reports of the Secretary-General (ii) Increased number of national focal points involved in United Nations country-level work participating in the operational activities segment (iii) Increased number of Member States participating in the national voluntary presentations expressing satisfaction with this exercise (iv) Increased number of stakeholders participating in the Development Cooperation Forum
(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system	(b) (i) All relevant issues considered by the Economic and Social Council are duly included in the agendas and programmes of work of the functional commissions, where appropriate (ii) All subsidiary bodies of the Economic and Social Council take action in response to its policy coordination initiatives and documents, where appropriate

	(iii) Increased number of United Nations system organizations preparing an action plan for the implementation of General Assembly and Economic and Social Council guidance on operational activities for development
	(iv) Increased contribution to the deliberations of the Economic and Social Council by non-governmental organizations in consultative status with the Council
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Peacebuilding Commission	**(c) (i) Increased number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries**
	(ii) Increased number of interactions between the Economic and Social Council and the Peacebuilding Commission

Strategy

7.7 The Office for Economic and Social Council Support and Coordination of the Department of Economic and Social Affairs of the Secretariat is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council in coordinating progress towards the internationally agreed development goals, including the Millennium Development Goals, and in facilitating their achievement by reinforcing policy development, coherence and coordination through its annual ministerial-level substantive reviews and national voluntary presentations on country experiences in meeting those goals;

(b) Promoting development cooperation, enhancing policy coherence and effectiveness among the development activities of different development actors and strengthening the links between the normative and operational work of the United Nations through the Development Cooperation Forum;

(c) Assisting the General Assembly and the Economic and Social Council in providing strategic and focused operational guidance to the United Nations development system with a view to enhancing the effectiveness and coherence of United Nations operational activities for development;

(d) Promoting policy dialogue on interrelated economic and social issues through special meetings with international financial and trade institutions on the coordinated and integrated follow-up to and implementation of the internationally agreed development goals and the Millennium Development Goals;

(e) Supporting the Committee on Non-Governmental Organizations, facilitating the contribution of civil society to the work of the Economic and Social Council on the integrated follow-up to the internationally agreed development goals and the Millennium Development Goals, and supporting non-governmental organizations in building their capacity to participate in the work and activities of the United Nations, including through online knowledge management tools and databases;

(f) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits in the work of the functional commissions of the Economic and Social Council, in particular by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues;

(g) Assisting the Economic and Social Council, in cooperation with the General Assembly and the Security Council, in its work on issues of conflict prevention and post-conflict peacebuilding in countries emerging from conflict, as mandated by the Economic and Social Council and the General Assembly, and in developing a strategy to address the development dimension of post-conflict situations, drawing on the advice and work of the Peacebuilding Commission;

(h) Strengthening the engagement of the Economic and Social Council with relevant stakeholders in the private sector and civil society, including philanthropic and academic communities and the media, and ensuring that the internationally agreed development goals and the Millennium Development Goals are effectively projected.

Subprogramme 2
Gender issues and advancement of women

Objective of the Organization: To strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Advancement in gender equality and the elimination of gender-based discrimination through support to and promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women	(a) (i) Increased number of statements by Member States and regional groups on actions taken at the national and regional levels to implement the Beijing Platform for Action, the outcomes of the twenty-third special session, the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women
	(ii) Increased number of visits to and page views of the website of the Division for the Advancement of Women to obtain information, documentation and publications on gender equality

(b) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres and enhanced support of the Secretariat for the participation of non-governmental organizations in the work of the Commission on the Status of Women	**(b) (i) Increased number of responses by Member States on measures taken in areas related to the priority theme of the Commission on the Status of Women** **(ii) Increased number of non-governmental organizations participating in the work of the Commission on the Status of Women**
(c) Enhanced mainstreaming of gender perspectives within the United Nations system	**(c) Increased number of actions taken by United Nations entities to improve gender balance and incorporate gender perspectives in their policies, programmes and projects**
(d) Increased understanding of and enhanced policy support for measures to implement all relevant resolutions and decisions on gender issues, including on women and peace and security	**(d) Increased number of initiatives taken by the United Nations entities to implement the updated system-wide action plan (2008-2009) for the implementation of Security Council resolution 1325 (2000)**

Strategy

7.8 The Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women are responsible for the subprogramme. The strategy will include:

(a) Promoting commitments and actions of Member States and intergovernmental bodies for the full and effective implementation of mandates relating to gender equality and the mainstreaming of gender perspectives, especially those emanating from the 2005 World Summit, the United Nations Millennium Declaration, the Fourth World Conference on Women, the outcomes of the twenty-third special session of the General Assembly and other resolutions and decisions, such as Economic and Social Council agreed conclusions 1997/2 and Security Council resolution 1325 (2000), as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Promoting understanding of emerging issues on gender equality and the advancement of women through research, analysis and provision of evidence-based policy options, monitoring of implementation and enhanced dissemination of intergovernmental recommendations and outcomes;

(c) Enhancing the effective functioning of intergovernmental bodies, including the Commission on the Status of Women, through relevant research and analysis, innovative proposals for strengthening methods of work and facilitating the involvement of civil society in intergovernmental processes;

(d) Providing technical advisory services, upon request, at the regional and national levels, aimed at capacity-building in relation to implementation of the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol;

(e) Promoting the use of the gender mainstreaming strategy in all policies and programmes and intergovernmental processes, facilitating inter-agency collaboration and monitoring the development of policies, methodologies and tools;

(f) Promoting the improvement of the status of women within the United Nations system, including by promoting and monitoring the achievement of gender balance and a gender-sensitive work environment within the United Nations system.

Subprogramme 3
Social policy and development

Objective of the Organization: To strengthen international cooperation in the area of social development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased attention to poverty eradication, employment generation and social integration, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples	(a) Percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions
(b) Increased knowledge of and skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard	(b) Increased number of national personnel trained to implement social policies at the national and community levels
(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development	(c) (i) Increased number of visits to and downloads from the website of the Division to obtain United Nations research and analysis information
	(ii) Increased number of events held by multi-stakeholders on issues relating to social development

Strategy

7.9 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and support for the integrated follow-up to and the implementation, within the overall orientation provided by the United Nations Millennium Declaration and the 2005 World Summit Outcome, of the commitments agreed upon at relevant United Nations conferences and summits, especially the World Summit for Social Development and the twenty-fourth special session of the General Assembly, the Convention on the Rights of Persons with Disabilities, the United Nations Declaration on the Rights of Indigenous Peoples, the mandates and recommendations of the United Nations Permanent Forum on Indigenous Issues and the major international action plans, in particular the Madrid International Plan of Action on Ageing, as well as other programmes of action, notably on persons with disabilities and youth, the Second International Decade of the World's Indigenous People, and mandates contained in General Assembly resolutions, such as those related to the International Year of Cooperatives (2012), the United Nations system-wide plan of action on the Second United Nations Decade for the Eradication of Poverty, with the theme of "Full employment and decent work for all", and the preparations to observe the twentieth anniversary of the International Year of the Family, with emphasis on greater integration of social and economic concerns and objectives in policymaking;

(b) Strengthening research and analysis, improving, rationalizing and streamlining existing methods of work, and facilitating the involvement of civil society in intergovernmental processes with a view, inter alia, to enhancing the effective functioning of intergovernmental and expert bodies, including the work of the Commission for Social Development, the Permanent Forum on Indigenous Issues and the Conference of States Parties to the Convention on the Rights of Persons with Disabilities;

(c) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis and reporting on policy options, in close collaboration and coordination with other United Nations entities, in order to present evidence-based policy recommendations to Member States;

(d) Providing technical advisory services at the regional and national levels through training and capacity-building;

(e) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development.

Subprogramme 4
Sustainable development

Objective of the Organization: To accelerate the implementation of sustainable development goals, targets and commitments in accordance with the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of major United Nations conferences and summits, in particular the World Summit on Sustainable Development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of forests, biodiversity, biotechnology, tourism and mountains	(a) Increased percentage of Member States expressing satisfaction with the support and servicing of the intergovernmental process, including activities related to consensus-building, the functioning of the Bureau of the Commission on Sustainable Development, the partnership fair, the Learning Centre and the participation of major groups
(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(b) (i) Increased number of inputs by Member States into databases on case studies, partnerships, best practices and lessons learned

	(ii) Increased number of visits to and downloads from the website of the Division for Sustainable Development to obtain information, documentation and publications
(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water, natural resources and sustainable consumption and production	(c) (i) Increased number of countries receiving technical assistance and expressing satisfaction with advisory, technical cooperation and capacity-building services to achieve their sustainable development goals (ii) Increased number of national staff trained, resulting in enhanced knowledge and skills

Strategy

7.10 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, as well as the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development through, inter alia, national sustainable development strategies;[10]

(b) Providing substantive and effective support, including policy development and analysis, to intergovernmental processes, in particular to the Commission on Sustainable Development and the United Nations Conference on Sustainable Development, which will be held in 2012;

(c) Providing coordinated and coherent support to system-wide, inter-agency activities for the implementation of sustainable development goals;

(d) Providing technical and policy advisory services to Member States, including small island developing States, at their request, to enhance their capacity to develop, implement, monitor and review national sustainable development strategies and action plans on sustainable consumption and production, as well as actions and strategies to manage water, energy resources and responses to climate

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[10] Agenda 21 recognizes nine major groups of civil society: (a) women; (b) children and youth; (c) indigenous peoples; (d) non-governmental organizations; (e) local authorities; (f) workers and trade unions; (g) business and industry; (h) scientific and technological community; and (i) farmers.

change, and to implement effective information, monitoring, review, and reporting systems at the national and regional levels;

(e) Strengthening cooperation with major groups and identifying opportunities for their further engagement in the work of the United Nations in the area of sustainable development;

(f) Undertaking in-depth analysis and evaluation of trends in the implementation of sustainable development, including lessons learned, best practices and new challenges and cross-sectoral analysis of sustainable development in the economic, energy, climate change, water and natural resources sectors, including issues of new and renewable sources of energy and exchange of technologies;

(g) Maintaining and improving transparent, user-friendly and easily accessible websites, including database systems for information on sustainable development;

(h) Providing information and summary reports on partnerships for sustainable development to the Commission on Sustainable Development and to Member States.

Subprogramme 5
Statistics

Objective of the Organization: To advance the global statistical system in order to produce high-quality, easily accessible comparable national statistics for policymakers and other users at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(a) (i) Increased number of participants from countries and international organizations attending the sessions of the Statistical Commission, workshops, expert group meetings and seminars (ii) Increased number of coordination meetings with international organizations on the rationalization and harmonization of development indicators
(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme	(b) (i) Increased number of statistical database questions (ii) Increased number of visits to the Statistics Division website to obtain information, documentation and publications

(c) Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, to produce quality data for policymakers and the public in general	(c) (i) Increased percentage of participants utilizing knowledge obtained at training workshops (ii) Increased number of activities for developing countries receiving guidelines in building sustainable national statistical systems through the promotion of technical cooperation

Strategy

7.11 The subprogramme is under the responsibility of the Statistics Division, which is the centre of the United Nations global statistical system that includes national statistical offices, international organizations and civil society engaging in official statistics, under the guidance of the United Nations Statistical Commission. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and dissemination of statistical data by Member States and the coordination of international statistical activities, especially those related to new and emerging policy issues;

(b) Helping countries, through the development of guidelines, to build and manage sustainable national statistical systems with appropriate governance structures and to utilize state-of-the-art data capture, processing and dissemination technologies, in order to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing norms and standards, in particular developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators, for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of national accounts, international trade, energy, industry, demographic and social concerns and the environment, increasingly using modern information and communication technologies, including the Internet, to facilitate data exchange and to enhance accessibility to comparable national statistics in those fields by policymakers and other users at the national and international levels;

(e) Strengthening of countries' national statistical systems, in particular developing countries and countries with economies in transition, by disseminating methodological information to those countries, conducting training, stimulating their participation in the regional and international exchange of experiences and providing other appropriate forms of technical cooperation, including technical advisory services on request;

(f) Facilitating the coordination of international activities in the area of geographical information management, in order to share experiences and harmonize tools, promoting the use of mapping and geographical information systems for modern surveying at the local, national, regional and global levels, and promoting the harmonization and standardization of geographical names;

(g) Coordinating international statistical activities by cooperating closely with other international organizations active in statistics, to further enhance the coordinated system of international statistical work, including the development of standards and methods, the provision of technical support services and the dissemination of consistent, high-quality data and indicators; in particular, using new Internet and information management technologies to enhance coherence in the statistical data work of the entire United Nations system.

Subprogramme 6
Population

Objective of the Organization: To strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimensions into the development agenda at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding, at the national level, in particular in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment	(a) (i) Increased interaction of the subprogramme with other key stakeholders in the area of population (ii) Number of activities to address population issues through capacity-building at the national level
(b) Effectively facilitate review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development, the outcome of the twenty-first special session of the General Assembly and the outcomes of the United Nations conferences and summits in the social and economic fields related to population and development, including the Millennium Summit and the 2005 World Summit	(b) All documents produced by the subprogramme for the Commission on Population and Development are made available to Member States on time
(c) Improved accessibility and timeliness of population information and data for use by Member States, the United Nations system, civil society and academia	(c) Increased number of subscribers to the Population Division e-mail alerts service

Strategy

7.12 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive support to United Nations bodies, especially to the Commission on Population and Development, and assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the achievement of the internationally agreed development goals, including the Millennium Development Goals;

(b) Facilitating the discussion of key or emerging population issues by experts or Government representatives;

(c) Preparing comprehensive studies on population issues and population trends relating to fertility, mortality, international and internal migration, HIV/AIDS, urbanization, population growth, population ageing, population prospects, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population, in particular through the Population Division websites;

(e) Building capacity to address population issues at the national level through workshops or the dissemination of technical material, such as manuals and software.

Subprogramme 7
Development policy and analysis

Objective of the Organization: To facilitate the reaching of intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects by strengthening the international debate on new and emerging economic development issues and challenges and on the world economic situation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the international development agenda	(a) (i) Increased number of economic policies and actions debated to achieve internationally agreed development goals (ii) Increased percentage of Member States responding to surveys that find the main analytical reports of the subprogramme "useful" and "very useful" (iii) Increased number of activities with the United Nations Conference on Trade and Development and the regional commissions to better evaluate the global macroeconomic situation
(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries	(b) (i) Increased number of references in official documents to the analysis by the Development Policy and Analysis Division of the world economic situation

	(ii) Increased number of downloads from the website of the Development Policy and Analysis Division to obtain information, documentation and publications
(c) Strengthened capacity of developing countries to integrate macroeconomic, environmental and social policies in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development	**(c) Increased number of developing countries that developed proposals and plans on the integration of macroeconomic and social policies into national development strategies with a focus on sustainable development with the support of the Development Policy and Analysis Division**

Strategy

7.13 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Analysis of emerging economic issues for the United Nations development agenda and actions to promote development in developing countries, especially those that face the greatest difficulties in achieving the internationally agreed development goals, with emphasis on greater integration of social and economic concerns and objectives in policymaking, and supported by an integrated monitoring and analytical system. To this end, the subprogramme will collaborate and coordinate closely with other United Nations system entities. Substantive and effective support to the work of the Committee for Development Policy will be provided;

(b) Expanded dissemination of the *World Economic and Social Survey, World Economic Situation and Prospects*, and reports by the Committee for Development Policy among research, academic and other development institutions, as well as policymakers in Member States;

(c) Development of a unified United Nations perspective on the short-term global macroeconomic situation and prospects and provision of timely and accurate assessments of the benefits of coordinated international macroeconomic policies through a strengthening and improvement of the global economic forecasting and policy modelling framework and through collaboration with the United Nations Conference on Trade and Development and the regional commissions;

(d) Substantive interaction with development institutions, including academic and research bodies, including by providing support to other United Nations entities in strengthening the analytical capacity to address the economic development policy implications of cross-cutting challenges;

(e) Assistance to the General Assembly, the Economic and Social Council and the Security Council by providing information on countries' economic structures, performance, prospects and related issues, to facilitate their review of conflict and post-conflict situations, and analysis of those policy measures at the international, regional and national levels, to facilitate peacebuilding and peacekeeping;

(f) Assistance to developing countries in strengthening their capacity to apply instruments for policy analysis and monitoring systems in support of the definition of national development strategies aimed at achieving the internationally agreed development goals, including the Millennium Development Goals, especially in the areas of linking macroeconomic policies to poverty reduction targets and sustainable development. Capacity development activities are undertaken in line with the programme's priority areas and with the support of the Capacity Development Office of the Department of Economic and Social Affairs. They will be implemented across the Department and in cooperation with other development players, where appropriate;

(g) Assistance to the least developed countries and those graduating from this category in improving their capacity to overcome structural development bottlenecks and identifying needs and opportunities for international economic cooperation in support of their graduation strategies.

Subprogramme 8
Public administration and development management

Objective of the Organization: To foster effective, efficient, transparent, accountable and citizen-oriented public administration and public services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved accessibility of information, knowledge-sharing and partnerships through the United Nations Publication Administration Network and Public Administration Knowledge Space	(a) (i) Increased number of visits to and downloads from the United Nations Public Administration Network (ii) Increased number of stakeholders in the area of public administration and governance benefiting from usage of an online public administration knowledge base
(b) Enhanced dialogue, resolutions and actions on public administration and governance issues	(b) (i) Increased number of references, recommendations and decisions in resolutions of intergovernmental bodies (ii) Number of analytical research, advocacy, advisory, training and knowledge-sharing services, especially for the developing countries, upon request (iii) Increased number of references, recommendations and decisions in national plans and policies, drawn from publications and products of the Division for Public Administration and Development Management

(c) Increased capacity of national and local governments to strengthen professionalism, accountability and excellence in the public sector	**(c) (i) Increased number of entries submitted to the United Nations Public Service Awards and Public Service Day** **(ii) Increased number of participants in online and offline training** **(iii) Increased number of methodological and technical recommendations implemented by Governments as a result of advisory services and technical cooperation projects**

Strategy

7.14 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy to achieve the aforementioned expected accomplishments, in particular in the focus areas of institutional and human resource capacity development, electronic/mobile government development, and citizen engagement and information and communications technology for development management, is based on an integrated approach, which includes:

(a) Providing substantive support to the General Assembly, the Economic and Social Council, the Committee of Experts on Public Administration, the United Nations Public Service Awards and Public Service Day;

(b) Promoting greater awareness, common approaches, understanding and sustainable policy options among Governments in key substantive areas of public administration and development management;

(c) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private, within and outside the United Nations system and building an online global public administration knowledge base that is comprehensive, useful and easy to access;

(d) Providing analytical research, advocacy, advisory services, training and knowledge-sharing, in particular to countries or related institutions that have requested assistance and to developing countries, especially the least developed countries, countries emerging from conflict or crisis and countries with economies in transition.

Subprogramme 9
Sustainable forest management

Objective of the Organization: To advance long-term political commitment to the management, conservation and sustainable development of all types of forests at the global, regional and national levels and to promote the achievement of the internationally shared global objectives on forests, in particular, effective implementation of the non-legally binding instrument on all types of forests

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective international dialogue on sustainable forest management, with a focus on forests and economic development and means of implementing sustainable forest management	(a) Increased number of decisions, reports and chair's summaries on the improvement of sustainable forest management at all levels prepared with the support of the secretariat of the United Nations Forum on Forests
(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards the global objectives on forests	(b) Increased number of reports submitted by countries and other stakeholders on progress made in the implementation of the non-legally binding instrument on all types of forests and towards the achievement of the global objectives on forests
(c) Improved international collaboration and coordination on forests through more effective and better knowledge on sustainable forest management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests	(c) Increased number of partnerships, collaborative activities and country-, region- and organization-led initiatives undertaken to support the international forest policy dialogue with the support of the secretariat of the Forum
(d) Increased awareness and political support for national-, regional- and global-level actions on sustainable forest management	(d) Increased number of national-, regional- and global-level plans of action prepared with the support of the secretariat of the Forum
(e) Enhanced assistance to Member States receiving assistance in developing and implementing forest conservation and rehabilitation strategies and in increasing the area of forests under sustainable management in order to maintain and improve their forest resources, with a view to enhancing the benefits of forests	(e) Number of Member States receiving assistance, at their request, in developing and implementing forest conservation and rehabilitation strategies and in increasing the area of forests under sustainable management

Strategy

7.15 The Secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to implement the non-legally binding instrument and to achieve the shared global objectives on forests and enhanced cooperation

through, inter alia, country- and regional-led initiatives as well as supporting the interaction between the United Nations Forum on Forests and relevant regional and subregional forest-related mechanisms, institutions, instruments, organizations and processes, with the participation of major groups and other relevant stakeholders;

(b) Promoting, through national forest programmes, greater awareness of and support for the implementation of forest-related elements of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those stemming from the Intergovernmental Panel on Forests/Intergovernmental Forum on Forests processes and the United Nations Forum on Forests;

(c) Providing substantive support for continued policy development, dialogue and agreements to the intergovernmental processes, in particular the United Nations Forum on Forests;

(d) Providing support to the Collaborative Partnership on Forests and other relevant international and regional organizations, instruments and processes and major groups for enhanced cooperation and policy and programme coordination on forest-related issues through the sharing of information and capacity-building;

(e) Facilitating, monitoring, assessing and reporting on the progress of national, regional and global actions in sustainable forest development, as well as undertaking research on and analysis and dissemination of that data and information, including through the increased use of information technology;

(f) Providing substantive support through the facilitative process, taking into account the special needs and circumstances of Africa, the least developed countries, low-forest-cover countries, high-forest-cover low-deforestation countries and small island developing States, in developing and applying means of implementation;

(g) Contributing to strengthened regional and international cooperation, including North-South, South-South and public-private partnerships, on sustainable forest management through the sharing of information and experiences at workshops and meetings;

(h) Providing substantive support for the dissemination of technical and scientific knowledge and information through an improved user-friendly and easily accessible website;

(i) Assisting Member States, at their request, in developing and implementing forest conservation and rehabilitation strategies and in increasing the area of forests under sustainable management, in order to maintain and improve their forest resources, with a view to enhancing the benefits of forests.

Subprogramme 10
Financing for development

Objective of the Organization: To promote and support sustained follow-up to the agreements and commitments reached at the 2002 International Conference on Financing for Development, as contained in the Monterrey Consensus, the 2008 Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus, as contained in the Doha Declaration on Financing for Development, and the 2009 Conference on the World Financial and Economic Crisis and Its Impact on Development, as contained in its outcome document, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration, the 2005 World Summit Outcome and the outcome of the High-level Plenary Meeting of the sixty-fifth session of the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes	(a) Increased number of contributions from all the stakeholders in the financing for development process to the annual analytical assessment of the implementation of the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination	(b) Increased number and scope of agreements reached and commitments made by Member States as a result of intergovernmental deliberations in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination
(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha Conferences on Financing for Development and the Conference on the World Financial and Economic Crisis and Its Impact on Development	(c) Increased number of multi-stakeholder consultations, workshops, seminars and other events on financing for development, including the international and regional financial and trade institutions, as well as the relevant entities of civil society and the private sector

Strategy

7.16 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation at the national, regional and global levels of the outcomes of the 2002 International Conference on Financing for Development, the 2008 Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus and the 2009 Conference on the World Financial and Economic Crisis and Its Impact on Development and, in this context, intensifying collaboration and interaction with the secretariats of the major institutional stakeholders, the regional commissions and development banks, as well as civil society and the business sector;

(b) Promoting policy coherence and an integrated approach within the United Nations to issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration, the 2005 World Summit Outcome and the outcome of the High-level Plenary Meeting of the sixty-fifth session of the General Assembly;

(c) Providing substantive secretariat support, including the preparation of multi-stakeholder reports and other inputs, to the intergovernmental process entrusted with the follow-up to the Monterrey and Doha Conferences on Financing for Development, the Conference on the World Financial and Economic Crisis and Its Impact on Development, the 2005 World Summit and the High-level Plenary Meeting of the sixty-fifth session of the General Assembly, in particular with respect to the coherence and consistency of the international monetary, financial and trading systems in support of development;

(d) Organizing, in collaboration with experts from the public and private sectors, academia and civil society, multi-stakeholder consultations, workshops, panel discussions and other activities aimed at better enabling Member States to implement their commitments as agreed upon in the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and related outcomes.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5, 6 and 7)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)

50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 7)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4, 5 and 8)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 7)
58/269	Strengthening of the United Nations: an agenda for further change (all subprogrammes)
59/243	Integration of the economies in transition into the world economy (subprogrammes 7 and 8)
60/1	2005 World Summit Outcome (all subprogrammes)
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals (all subprogrammes)
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 3, 5 and 6)
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2, 3 and 8)
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)

64/220	Operational activities for development of the United Nations system (subprogrammes 1, 2, 3 and 8)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (all subprogrammes)

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)
2009/12	Mainstreaming a gender perspective into all policies and programmes of the United Nations system (all subprogrammes)
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16 (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
2007	Annual ministerial review on the theme "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development"

2008	Development Cooperation Forum
2008	Annual ministerial review on the theme "Implementing the internationally agreed goals and commitments in regard to sustainable development"

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations development system
52/12 B	Renewing the United Nations: a programme for reform
57/295	Information and communication technologies for development
58/126	Revitalization of the work of the General Assembly
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society
61/16	Strengthening of the Economic and Social Council
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/311	System-wide coherence
64/206	Promotion of new and renewable sources of energy

Economic and Social Council resolutions and decisions

1986/72	Protection against products harmful to health and the environment
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/5	Poverty eradication and capacity-building
1999/6	Progress on the implementation of General Assembly resolution 53/192
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions

2000/19	**Funding operational activities for development of the United Nations system**
2001/27	**Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council**
2001/210	**Establishment of the Information and Communication Technologies Task Force**
2002/225	**Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network**
2005/221	**Theme for the coordination segment of the substantive session of 2006 of the Economic and Social Council and multi-year work programme for the coordination segment**
2009/1	**Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system**
2009/4	**Ad Hoc Advisory Group on Haiti**

Economic and Social Council agreed conclusions

1995/1	**Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields**
1997/1	**Fostering an enabling environment for development: financial flows, including capital flows, investment and trade**
2000/2	**Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields**
2001/1	**Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector**
2002/1	**Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)**
2008/2	**Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system**

2008/4	**Measures to improve the quadrennial reporting procedures**
2008/5	**Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat**
2008/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16**
2009/1	**Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system**
2009/4	**Ad Hoc Advisory Group on Haiti**
2009/32	**African countries emerging from conflict**

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	**Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization**
1999	**The role of employment and work in poverty eradication: the empowerment and advancement of women**
2000	**Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy**
2001	**The role of the United Nations system in support of the efforts of African countries to achieve sustainable development**

Subprogramme 2
Gender issues and advancement of women

General Assembly resolutions

34/180	**Convention on the Elimination of All Forms of Discrimination against Women**
54/4	**Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women**
54/134	**International Day for the Elimination of Violence against Women**
59/164	**Improvement of the status of women in the United Nations system**

59/167	**Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"**
63/156	**Trafficking in women and girls**
63/157	**Future operation of the International Research and Training Institute for the Advancement of Women**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/139	**Violence against women migrant workers**
64/140	**Improvement of the situation of women in rural areas**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/217	**Women in development**

Economic and Social Council resolutions and decisions

76 (V)	**Communications concerning the status of women**
304 (XI)	**Report of the Commission on the Status of Women (fourth session)**
1992/19	**Communications on the status of women**
1996/6	**Follow-up to the Fourth World Conference on Women**
1996/31	**Consultative relationship between the United Nations and non-governmental organizations**
1998/26	**Advancement of women: implementation of the Platform for Action of the Fourth World Conference on Women and the role of operational activities in promoting, in particular, capacity-building and resource mobilization for enhancing the participation of women in development**
1999/257	**Enabling the Commission on the Status of Women to continue to carry out its mandate**
2004/4	**Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system**
2005/232	**Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women**

2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2009/14	Situation of and assistance to Palestinian women
2009/15	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women

Economic and Social Council agreed conclusion

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)	Women and peace and security
1820 (2008)	Acts of sexual violence against civilians in armed conflict
1888 (2009)	Sexual violence against women and children in situations of armed conflict
1889 (2009)	Women and peace and security

Subprogramme 3
Social policy and development

General Assembly resolutions

S-24/2	Further initiatives for social development
47/90	The role of cooperatives in the light of new economic and social trends
47/196	Observance of an international day for the eradication of poverty
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
50/144	Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities and of the Long-term Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond
50/161	Implementation of the outcome of the World Summit for Social Development

60/209	**Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)**
61/295	**United Nations Declaration on the Rights of Indigenous Peoples**
62/213	**The role of the United Nations in promoting a new global human order**
63/161	**Indigenous issues**
63/229	**Role of microcredit and microfinance in the eradication of poverty**
64/130	**Policies and programmes involving youth**
64/131	**Realizing the Millennium Development Goals for persons with disabilities**
64/132	**Follow-up to the Second World Assembly on Ageing**
64/133	**Follow-up to the tenth anniversary of the International Year of the Family and beyond**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/136	**Cooperatives in social development**
64/154	**Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/217	**Women in development**

Economic and Social Council resolutions

1996/7	**Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development**
2000/22	**Establishment of a Permanent Forum on Indigenous Issues**
2001/42	**Global campaign for poverty eradication**
2005/9	**Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights**
2008/18	**Promoting full employment and decent work for all**
2008/19	**Future organization and methods of work of the Commission for Social Development**
2008/20	**Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights**
2008/21	**Mainstreaming disability in the development agenda**

2009/20	Social dimensions of the New Partnership for Africa's Development

Economic and Social Council agreed conclusion

1996/1	Coordination of the United Nations system activities for poverty eradication

Subprogramme 4
Sustainable development

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
57/253	World Summit on Sustainable Development
58/217	International Decade for Action, "Water for Life", 2005-2015
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/206	Promotion of new and renewable sources of energy
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolution

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies

Subprogramme 5
Statistics

General Assembly resolution

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (paras. 31 and 50)

Economic and Social Council resolutions and decisions

1564 (L)	Principles and recommendations for a vital statistics system
1566 (L)	Coordination of work in the field of statistics
1989/3	International economic classifications
1993/5	1993 System of National Accounts
1995/61	The need to harmonize and improve United Nations information systems for optimal utilization and accessibility by all States
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2005/13	2010 World Population and Housing Census Programme
2005/231	Recommendations made by the Eighth United Nations Regional Cartographic Conference for the Americas
2006/6	Strengthening statistical capacity
2007/275	Recommendations made by the Seventeenth United Nations Regional Cartographic Conference for Asia and the Pacific
2008/241	Tenth United Nations Conference on the Standardization of Geographical Names and twenty-fifth session of the United Nations Group of Experts on Geographical Names

Subprogramme 6
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
63/225	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development
1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty

2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development
2007/1	Changing age structures of populations and their implications for development
2008/1	Population distribution, urbanization, internal migration and development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals

Subprogramme 7
Development policy and analysis

General Assembly resolutions

59/209	Smooth transition strategy for countries graduating from the list of least developed countries
61/210	Integration of economies in transition into the world economy
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/208	Development cooperation with middle-income countries

Economic and Social Council resolutions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2009/17	Review of United Nations support for small island developing States
2009/35	Report of the Committee for Development Policy on its eleventh session

Subprogramme 8
Public administration and development management

General Assembly resolutions

50/225	Public administration and development
52/87	International cooperation against corruption and bribery in international commercial transactions
55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/34	Public administration and development
64/218	Human resources development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting
2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2005/3	Public administration and development
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/18	Report of the Committee of Experts on Public Administration on its eighth session

Subprogramme 9
Sustainable forest management

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
61/193	International Year of Forests, 2011
62/98	Non-legally binding instrument on all types of forests

Economic and Social Council resolutions and decisions

2006/49	Outcome of the sixth session of the United Nations Forum on Forests

2007/40	Non-legally binding instrument on all types of forests
2009/268	Report of the United Nations Forum on Forests on the special session of the ninth session

Subprogramme 10
Financing for development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
63/205	International financial system and development
63/206	External debt and development: towards a durable solution to the debt problems of developing countries
63/208	Follow-up to the International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
63/305	Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/194	Modalities for the fourth High-level Dialogue on Financing for Development

Economic and Social Council resolutions and decisions

2008/16	**Committee of Experts on International Cooperation in Tax Matters**
2009/30	**A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up**

mme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolutions 55/279, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010, adopted at the Third United Nations Conference on the Least Developed Countries, held in Brussels in May 2001, and 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General contained in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2).

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the new programme of action for the least developed countries, to be adopted at the forthcoming Fourth United Nations Conference on the Least Developed Countries, to be held in 2011 in Turkey; (ii) the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and (iii) the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

(b) Enhanced monitoring and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and the related programmes of action;

(d) Reporting on the implementation of the new programme of action for the least developed countries and the Almaty Programme of Action as effective tools for reaching the international development goals of the countries concerned.

8.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three programmes of action.

8.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the least developed countries, landlocked developing countries and small island developing States be placed high on the global development cooperation agenda, to maintain the focus on their special needs and ensure that global economic governance, coherence and solidarity are brought to bear on the problems and challenges relating to these three groups of vulnerable countries;

(b) Mobilizing international support and resources in favour of the three groups of countries to help them overcome their vulnerabilities, build resilience and set themselves on a path of economically, socially and environmentally sustained and sustainable development;

(c) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals;

(d) Working with the United Nations system and other international organizations, including regional organizations, the donor community and civil society, to ensure the mainstreaming of priorities identified in each of the three programmes of action;

(e) Supporting the effective participation of the least developed countries in intergovernmental processes, including through the articulation of their needs, concerns and interests, and continuing to make the case that these three groups of countries deserve special consideration and treatment in order to overcome their vulnerabilities;

(f) Building partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(g) Monitoring and coordinating implementation of specific actions and initiatives with the aim of establishing efficient transit transport systems in landlocked and transit developing countries;

(h) Promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(i) Reaching out to all stakeholders, including partnerships with civil society and the private sector, to enhance support for the three groups of countries;

(j) Maximizing synergies among the three subprogrammes, given the commonalities of problems and challenges, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy and their geographical disadvantages.

Subprogramme 1
Least developed countries

Objective of the Organization: To enable the least developed countries to overcome their vulnerabilities and build resilience to achieve the Millennium Development Goals and the internationally agreed development goals; and to mobilize international support for their sustained economic growth and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened partnership between the least developed countries and development partners	(a) Increased number of measures undertaken by development partners in support of the development of the least developed countries
(b) Enhanced capacity of least developed countries to mainstream the new programme of action, the Millennium Development Goals and internationally agreed development goals into their national development strategies	(b) Increased number of least developed countries mainstreaming the new programme of action, the Millennium Development Goals and internationally agreed development goals into their national development strategies
(c) Enhanced coordination among United Nations entities and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries	(c) (i) Increased number of United Nations entities and other international and multilateral organizations that maintain and report on their activities in support of the least developed countries (ii) Increased number of joint activities, including task forces, workshops, seminars, panels, briefings and publications

Strategy

8.6 In order to achieve the foregoing objective, the strategy for the Least Developed Countries Unit will focus on:

(a) Raising awareness about the special needs of least developed countries and advocating in favour of their special treatment;

(b) Mobilizing international support and resources in support of the development objectives of least developed countries;

(c) Strengthening United Nations system coordination and coherence and building partnerships in support of the development objectives of least developed countries;

(d) Monitoring and coordinating implementation of specific actions and initiatives aimed at addressing the vulnerabilities of least developed countries;

(e) Building the capacity of least developed countries for the effective implementation of their development strategies and policies addressing the internationally agreed development goals at the country level;

(f) Undertaking outreach to all relevant stakeholders in the process;

(g) Establishing partnerships, including with civil society organizations, foundations and the private sector, in support of least developed countries;

(h) Facilitating the effective participation of least developed countries in the decision-making of various intergovernmental bodies, which will contribute towards the achievement of the internationally agreed development goals.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To ensure effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs	(a) (i) Increased number of specific actions, such as standardization and simplification of procedures for border crossing, taken by landlocked and transit developing countries (ii) Increased number of activities by the United Nations system and other development partners in support of the implementation of the Almaty Programme of Action
(b) Increased international resources in support of the special needs of landlocked developing countries	(b) Increased percentage of official development assistance in support of landlocked developing countries allocated for aid-for-trade purposes

Strategy

8.7 In order to achieve the foregoing objective, the strategy for the Landlocked Developing Countries Unit will focus on:

(a) Supporting the building of partnerships for the implementation of the Almaty Programme of Action at the national, subregional and global levels;

(b) Improving linkages between other parts of the United Nations system and focal points in individual organizations and the relevant subregional, regional and other international organizations, and enhancing cooperation and coordination between the United Nations system and them, particularly those engaged in operational activities on the ground in landlocked and transit developing countries;

(c) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries;

(d) Raising awareness and advocating and mobilizing support, including financial and technical resources, for the implementation of the Almaty Programme of Action.

Subprogramme 3
Small island developing States

Objective of the Organization: To foster the achievement of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international support for the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(a) Increased number of United Nations and other international organizations and donors according special focus to issues relating to small island developing States
(b) Enhanced international support to small island developing States to enable them to adequately adapt to climate change	(b) Increased number of support measures by development partners to assist small island developing States in adapting to climate change
(c) Enhanced inter-agency collaboration and partnerships in support of small island developing States	(c) Increased number of joint programmes and activities, including seminars, panels, briefings and publications

Strategy

8.8 In order to achieve the foregoing objective, the strategy of the Small Island Developing States Unit will focus on:

(a) Promoting awareness about the issues, priorities and special needs of small island developing States, including the challenges of climate change, through consistent advocacy at the global and regional levels;

(b) Advocating and mobilizing international support at the global level by identifying sources of financing and garnering donor support for the implementation of the Mauritius Strategy, including support for adaptation to climate change.

Legislative mandates

General Assembly resolution

55/2 United Nations Millennium Declaration

Subprogramme 1
Least developed countries

General Assembly resolutions

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/227	Third United Nations Conference on the Least Developed Countries
57/276	Third United Nations Conference on the Least Developed Countries
58/228	Third United Nations Conference on the Least Developed Countries
59/244	Third United Nations Conference on the Least Developed Countries
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/1	Declaration of the high-level meeting of the sixty-first session of the General Assembly on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the decade 2001-2010
61/211	Third United Nations Conference on the Least Developed Countries
62/203	Third United Nations Conference on the Least Developed Countries
63/227	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
64/213	Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2002/33	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2003/17	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2004/65	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/44	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2006/41	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2008/37	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

2009/31	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010**

Economic and Social Council decision

2001/320	**Programme of Action for the Least Developed Countries for the Decade 2001-2010**

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

56/180	**Specific actions related to the particular needs and problems of landlocked developing countries**
58/201	**Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries**
59/245	**Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
60/208	**Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
61/212	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
62/204	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
63/2	**Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries**

63/228	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 3
Small island developing States

General Assembly resolutions

56/198	Further implementation of the outcome of the Global Conference on the Sustainable Development of Small Island Developing States
58/213 A and B	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
63/213	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The programme was established following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s in 2002. As a result of that review, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD)[11] as the framework for the international community's support to African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia, underscoring the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for the New Partnership, and on the coordinated implementation of outcomes of summits and conferences as they relate to Africa, as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership and, in that regard, urged the strengthening of this process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Finally, it called upon the United Nations system to intensify its advocacy role and public information activities in support of Africa's development. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to that Office the role of coordinating both reports and advocacy in support of NEPAD. The role of the Office in supporting NEPAD has been reaffirmed by the Assembly in a series of subsequent resolutions.

9.2 At the World Summit, held at the United Nations in September 2005 (see General Assembly resolution 60/1), world leaders reaffirmed their commitment to addressing the special needs of Africa, the only continent not on track to meet any of the goals of the United Nations Millennium Declaration (see Assembly resolution 55/2) by 2015. Subsequently, world leaders reaffirmed the special needs of Africa in the political declaration adopted by the Assembly at its high-level meeting on Africa's development needs, on 22 September 2008 (see Assembly resolution 63/1). The New Partnership includes a commitment to achieving the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD thus substantially reflects the priorities in terms of meeting the special needs of Africa as set out in the Millennium Declaration, namely, supporting the political and institutional structures of emerging democracies in Africa; further building peacekeeping capacity in cooperation with regional organizations; taking special measures to address the challenges of poverty reduction and sustainable development by cancelling debt, increasing official development assistance, enhancing private capital flows and building capacities for trade; and helping Africa to build its capacity to tackle the spread of HIV/AIDS and other infectious diseases. Consequently, through its support for NEPAD, the programme will also contribute substantively to the implementation of the Millennium Development Goals in Africa.

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[11] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity, at its thirty-seventh ordinary session, held in Lusaka in July 2001.

9.3 A major barrier to Africa's development has been the persistence of conflicts in some of the countries of the region. The need to develop a comprehensive response to promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). Since the issuance of that report, in 1998, a number of United Nations initiatives in Africa have been in line with the recommendations contained therein, although a great deal still needs to be done. In recognition of this, the General Assembly, by its resolution 60/223, called upon the Secretary-General to continue to monitor progress in the implementation of the recommendations. A comprehensive review of the implementation of the original 1998 recommendations is being undertaken by the Office of the Special Adviser on Africa.

9.4 In accordance with the mandate provided in the resolutions of the General Assembly, the programme aims to (a) mobilize support and galvanize the efforts of the international community for peace and development in Africa, (b) ensure that the development of Africa remains one of the main priorities of the international community, (c) promote a supportive international framework for African development efforts, (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development and (e) strengthen and enhance South-South cooperation in support of Africa's advancement.

9.5 Regional and international efforts have focused on the implementation of NEPAD and on assisting Africa's efforts to develop a robust peace and security architecture. The programme will support those efforts through a mix of analytical work, advocacy and outreach, and by improving coordination of the work of the United Nations system in support of Africa's development.

9.6 The Office of the Special Adviser on Africa provides overall coordination and leadership of the programme, which will be the joint responsibility of the Office, ECA and the Department of Public Information.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular	(a) (i) An increase in the number of United Nations system activities in support of Africa's development
	(ii) Increased number of international forums addressing South-South cooperation in support of Africa

(b) Improved United Nations coordination in providing support to Africa's development	(b) Increased number of joint initiatives in support of Africa's development undertaken by United Nations system agencies
(c) Increased international awareness of Africa's development issues	(c) Increased number of visits to the websites of the Office of the Special Adviser on Africa

Strategy

9.7 Responsibility for subprogramme 1 is vested in the Office of the Special Adviser on Africa, which will be proactive in working closely with Member States, the African Union, the NEPAD secretariat and the entire United Nations system (including the Bretton Woods institutions) in the performance of its functions. It will encourage the building of an international infrastructure consortium, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa and will encourage and support the initiatives of the African Union and subregional organizations aimed at preventing, mediating and resolving conflicts with the assistance of the United Nations. The Office will also continue to conduct studies and organize expert group meetings on the role of the private sector in the implementation of NEPAD, establish and maintain contacts with civil society organizations and the private sector, and encourage their participation in the implementation of NEPAD.

9.8 The subprogramme will ensure that African development issues are effectively addressed in intergovernmental debates and adequately incorporated into the resolutions emanating from that process. It will seek to raise international awareness of African development issues through advocacy and catalytic activities, participation at key forums, encouragement of United Nations system coordination, promotion of South-South cooperation and engagement with civil society and the private sector. In view of the interlinkages between peace and sustainable development in Africa, the subprogramme will continue to analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and make recommendations on steps that need to be taken to tackle violent conflicts in African countries.

9.9 The Office will continue to monitor the follow-up to international commitments made to Africa in the context of the 2005 World Summit Outcome and international forums held since 2005. It will monitor the support (including financial and technical support) given to Africa by other development partners. The Office will also advocate and further raise international awareness of the importance of an effective partnership between African countries and other development partners. Furthermore, the Office will promote South-South cooperation through, inter alia, the Africa-Asia and Africa-South America cooperation processes, respectively, and provide support to other South-South forums. Through its interactions with Member States from the South, the Office will continue to encourage the convening of forums that will result in practical measures to promote South-South cooperation, with a view to enabling African countries to benefit from the sharing of experiences and potentially from technical assistance and cooperation on the part of other developing and emerging countries.

9.10 In light of the strong commitment of the African countries to improve governance through the establishment of the African Peer Review Mechanism, the Office will promote institutional capacity-building and good governance in Africa with the aim of supporting the implementation of NEPAD projects and programmes.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen the United Nations system-wide support for the African Union and its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the declaration on "Enhancing United Nations-African Union Cooperation: Framework for the Ten-Year Capacity-Building Programme for the African Union"

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the implementation of the African Union's Africa Action Plan 2010-2015 and other NEPAD programmes at the regional level	(a) Increased number of joint programmes implemented by the Regional Coordination Mechanism clusters in support of the African Union's NEPAD programmes at the regional level
(b) Enhanced cooperation among United Nations agencies/organizations and the regional economic communities in support of the implementation of the African Union's NEPAD programmes at the subregional level	(b) Increased number of coordination mechanisms established at the subregional level and support given to their maintenance and continuity

Strategy

9.11 Substantive responsibility for subprogramme 2 is vested in ECA. The activities under the subprogramme will be undertaken by the Economic Development and NEPAD Division. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global, regional and subregional levels, in particular with the Office of the Special Adviser on Africa and the Department of Public Information, within the context of the Regional Coordination Mechanism and its thematic clusters.

9.12 Support by United Nations agencies has increased over the years. Nevertheless, for that support to have a tangible impact, coordination and emphasis on joint activities need to be strengthened and enhanced. The strategic focus of subprogramme 2 will therefore be on strengthening inter-agency collaboration and coordination in the implementation of technical cooperation activities by the various thematic clusters in support of the priorities identified in the African Union's NEPAD action plans. The subprogramme will also focus on improving collaboration and coordination with the African Union, the NEPAD secretariat, the regional economic communities, the African Development Bank and other regional organizations, with a view to ensuring the provision of effective support in the implementation of the African Union's NEPAD programme in the context of the framework of the 10-year capacity-building programme for the African Union. It will promote and support effective, coherent and coordinated actions by United Nations agencies and organizations in support of the African Union's NEPAD programme. Moreover, the subprogramme will provide substantive and effective servicing of the annual meetings of the Regional Coordination Mechanism, including monitoring, assessing and reporting on progress in the implementation of United Nations system-wide support for the African Union and its NEPAD programme.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa	(i) Increased percentage of the target audience expressing satisfaction with the materials published in *Africa Renewal* (ii) Increased number of online news features republished as a result of continuing interest (iii) Improved dissemination of information on Africa's economic, political and social development through the strengthening of collaboration with existing communication mechanisms within the United Nations system

Strategy

9.13 Substantive responsibility for subprogramme 3 lies with the Department of Public Information. The overall strategy involves the development of global communications plans on priority issues affecting Africa, including generating support for the implementation of NEPAD in Africa and in the donor countries, and for the achievement of all international development goals, including the Millennium Development Goals, and decisions and outcomes of major international conferences. Those plans will be implemented by the Department in coordination with the United Nations Communications Group and the United Nations system as a whole, in particular with the Office of the Special Adviser on Africa and ECA. Activities will include publication of *Africa Renewal* magazine, together with a range of additional outputs, including Web-only news and analysis, background notes, press releases and briefing papers for use by non-United Nations media, both African and international. Dissemination to the general public and to target groups will be enhanced through direct contact (briefings, panel discussions, seminars) with individuals and groups, such as parliamentarians, policymakers in both Government and non-governmental organizations, trade unions, civil society and academic institutions, as well as through systematic outreach to the media in Africa and to the international mass media. Key players will be kept informed of major national and international initiatives and events that affect sustainable development in Africa.

Legislative mandates

General Assembly resolutions

54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa
55/2	United Nations Millennium Declaration
55/210	Implementation of the First United Nations Decade for the Eradication of Poverty (1997-2006), including the initiative to establish a world solidarity fund for poverty eradication
55/214	Third United Nations Conference on the Least Developed Countries
55/217	Causes of conflict and the promotion of durable peace and sustainable development in Africa
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/95	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/300	Strengthening of the United Nations: an agenda for further change
58/233	New Partnership for Africa's Development: progress in implementation and international support
58/235	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
59/254	New Partnership for Africa's Development: progress in implementation and international support

59/255	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**
60/222	**New Partnership for Africa's Development: progress in implementation and international support**
60/223	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**
60/1	**2005 World Summit Outcome**
63/1	**Political declaration on Africa's development needs**
63/267	**New Partnership for Africa's Development: progress in implementation and international support**
63/304	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**
64/252	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**
64/258	**New Partnership for Africa's Development: progress in implementation and international support**

Security Council resolutions

1170 (1998)	**Conflict prevention and the promotion of durable peace and security and sustainable development in Africa**
1197 (1998)	**Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace**

Economic and Social Council

1998/44	**Integrated and coordinated implementation and follow-up of major United Nations conferences and summits**
	Ministerial declaration adopted by the Council at its high-level segment of 2001

Programme 10

Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC) is to assist developing countries, especially least developed countries, and countries with economies in transition in integrating beneficially into the global economy. In all aspects of its work, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, so as to improve the well-being of their citizens and to address the opportunities and challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all its sectoral areas of expertise.

10.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will: (a) conduct pragmatic research and analysis on both long-standing and emerging development issues; (b) build consensus around efforts to promote national and international policies and strategies conducive to development; and (c) support countries in implementing their development strategies aimed at their integration into the global economy and the achievement of sustainable levels of growth and development. In the context of the deepening interdependence among all countries, UNCTAD will maintain its unique orientation and its commitment to development through those three pillars, while remaining responsive and accountable to all Member States.

10.3 The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. The decisions adopted at the twelfth session of the Conference, held in Accra in April 2008, formed the basis for the present programme of work. For the period 2012-2013, the programme will further integrate the outcomes of the thirteenth session of the Conference, scheduled to be held in 2012. UNCTAD is responsible for subprogrammes 1 to 5 within the programme, while subprogramme 6 is under the responsibility of the International Trade Centre UNCTAD/WTO.

10.4 UNCTAD will pursue five subprogrammes to support its objective of helping developing countries to integrate beneficially into the international trading system. The principal task of subprogramme 1 arising from the outcomes of the twelfth session of UNCTAD will be the examination of development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 will aim to contribute to the building of productive capacities and international competitiveness, while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations in goods and services. The development strategies of African economies, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes, in coordination and cooperation with subprogramme 5.

10.5 Within the framework of subprogramme 3, the Special Unit on Commodities carries out its work as an autonomous unit on commodities, in accordance with paragraph 183 of the Accra Accord. With the guidance and leadership of the Secretary-General of UNCTAD, the Unit will contribute more effectively to the efforts of developing countries to formulate strategies and policies to respond to the challenges and opportunities of commodity markets.

10.6 Throughout its work programme, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. The Conference will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

10.7 UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the achievement of the internationally agreed development goals set out in the Millennium Declaration and the 2005 World Summit Outcome, in particular those chapters of the Outcome related to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development and science and technology for development.

10.8 UNCTAD will also contribute to the implementation of specific actions requested in the Monterrey Consensus of the International Conference on Financing for Development; the Doha Declaration on Financing for Development and its follow-up; the outcomes of the Fourth United Nations Conference on Least Developed Countries, to be held in 2011; the outcomes and the Johannesburg Plan of Implementation agreed at the World Summit on Sustainable Development; the outcomes and the Declaration of Principles and the Plan of Action of the World Summits on the Information Society; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. In addition, it will assist in furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization (WTO) and other relevant decisions.

10.9 As a lead agency of the United Nations System Chief Executives Board for Coordination with regard to the inter-agency thematic cluster on trade and productive sectors, UNCTAD will enhance the role of trade and development and related issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies; undertake joint operations at the country level as appropriate; and enhance inter agency cooperation in system-wide initiatives in those areas.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth, inclusive and sustainable development, full employment and decent work for all and hunger and poverty eradication in developing countries, especially least developed countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of the global economic environment and of policy choices at the national, regional and international levels	(a) (i) Increased number of policymakers and beneficiaries indicating the usefulness of UNCTAD recommendations for the national policymaking process (ii) Increased number of statements at intergovernmental meetings and in the media on policy choices based on UNCTAD research (iii) Increased number of developing countries realizing positive per capita growth rates and pursuing growth-oriented macroeconomic and financial policies advocated and monitored by UNCTAD (iv) Increased number of UNCTAD activities to promote South-South cooperation
(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management	(b) (i) Increased number of institutions/countries using the capacity-building services of the Debt Management and Financial Analysis System programme (ii) Increased number of international and national policy positions and initiatives in the area of debt and development finance incorporating contributions from UNCTAD (iii) Increased number of developing countries, assisted by UNCTAD through the Debt Management and Financial Analysis System, that have improved external debt positions

(c) Improvement of decision-making, at the national and international levels, on economic policies and development strategies, on the basis of empirical, reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development	**(c) (i) Increased number of countries using statistical variables and derived indicators developed and maintained by UNCTAD Central Statistical Service**
	(ii) Increased number of institutions and Member States using UNCTAD statistical data regarding trade, financial and economic policies
(d) Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy	**(d) Increased number of Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities**

Strategy

10.10 The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on: (a) identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effect on development; (b) contributing to a better understanding of coherence between international economic rules, practices and processes, on the one hand, and national policies and development strategies, on the other; (c) creating an enabling environment for the private sector and entrepreneurial investment; (d) promoting, at the national level, poverty eradication, income distribution and public revenue systems; and (e) supporting developing countries, especially least developed countries, in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries. In that context, UNCTAD will also continue to support the development efforts of middle-income countries. The objective will be pursued through policy advocacy, consensus-building and technical assistance, based on: (a) timely and forward-looking research and analysis regarding macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of practical policy recommendations for appropriate development strategies at the national, regional and international levels to take advantage of the opportunities and meet the challenges of globalization; (c) the furtherance of consensus-building with regard to macroeconomic and development policies suited to the specific conditions of developing countries; (d) training and capacity-building related to effective debt management; (e) statistical and information services as tools for policymakers and in support of the UNCTAD work programme; (f) the provision of economic policy analysis and technical assistance to the Palestinian people; and (g) research and analysis addressing the development challenges of South-South integration and cooperation, including triangular cooperation.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To ensure development gains from increased investment flows, designing policies, enhancing international competitiveness and boosting productive capacities of all developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as of related policies that could promote development gains from such investment	(a) (i) Increased number of countries and other stakeholders responding to evaluation surveys and reporting a better understanding of public and private investment issues
	(ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Increased ability of developing countries to create an environment conducive to attracting and benefiting from investment for development	(b) (i) Increased number of countries benefiting from UNCTAD assistance, including investment policy reviews and e-tools, and implementation of national policies towards incentivizing foreign direct investment
	(ii) Increased number of developing countries benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD
(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes	(c) (i) Increased number of statements by policymakers/negotiators reporting on the effects of international investment agreements
	(ii) Increased number of Member States participating in negotiating and implementing investment treaties, and managing investor-State disputes, as reflected in various types of feedback from policymakers and negotiators

(d) Enhanced understanding and capacity to develop international competitiveness through the development of policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets	**(d) (i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms** **(ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, entrepreneurship, insurance, business facilitation, e-tourism and corporate reporting**

Strategy

10.11 The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa, and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in designing and implementing active policies at both the national and international levels aimed at enhancing their productive capacities and international competitiveness in all sectors of the economy through investment and enterprise development. To that end, the subprogramme will follow a coherent approach consisting of: (a) strengthening its role as the major source of comprehensive information about and analysis of international investment, so as to enable policymakers to make better-informed decisions; (b) helping developing countries, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions relating to international investment; (c) supporting efforts by developing countries to build productive capacities and internationally competitive firms; and (d) providing training and capacity-building programmes for local institutions.

Subprogramme 3
International trade

Component 1: Strengthening international trade

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries, in particular developing countries, with enhanced work on the special problems of Africa, least developed countries, landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies, in international trade and the trading system in order to make trade a positive force for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including services development and trade, by designing and implementing trade policies and participating effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, as well as to address the situations arising from the increasing cost of trade finance	(a) (i) Increased number of countries increasing their participation in trade negotiations through the submission of trade negotiating proposals in bilateral, regional and multilateral trade negotiations, including South-South trade negotiations and WTO accession processes (ii) Increased number of developing countries benefiting from UNCTAD assistance in integrating trade and development concerns into their national development plans and poverty reduction strategies
(b) Further improvement in trade and trade-related decision-making and addressing the trade and development impact of non-tariff barriers through use of analytical tools, databases and software, such as the Trade Analysis and Information System or the World Integrated Trade Solution	(b) (i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, and of the Agriculture Trade Policy Simulation Model (ii) Increased number of specific actions taken by Member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade
(c) Enhanced capacities of developing countries and countries with economies in transition to prepare and implement national and regional competition laws, address the challenges arising from global economic crises in implementing competition and consumer protection legislation	(c) (i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South-South) competition and consumer protection legislation and institutional frameworks

	(ii) Increased number of voluntary consultations, as envisaged in section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices
(d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels	**(d) (i) Increased number of developing countries designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives**
	(ii) Increased number of developing countries participating in the Biotrade and Biofuels initiatives

Strategy

10.12 The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. The subprogramme promotes inclusive development, based on trade, through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals related to poverty reduction and gender equity. The subprogramme will continue and improve close cooperation with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade in goods and services and commodities. Through all three pillars of the work of UNCTAD, the subprogramme assists developing countries, in particular those in Africa and least developed countries, and countries with economies in transition.

10.13 The work of UNCTAD under the subprogramme will include:

(a) Monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, placing greater emphasis on practical solutions, including policy options and successful strategies for maximizing trading opportunities, mitigating the adverse impacts of global economic crises and building resilient economies;

(b) Enhancing the capacity of developing countries to establish negotiating priorities, to negotiate and implement bilateral, regional and multilateral trade agreements and to ensure coherency among them;

(c) Examining ways to improve the utilization of trade preferences in accordance with the Accra Accord;

(d) Assisting structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system;

(e) Assisting developing countries in their efforts to increase participation in global services production and trade, including in undertaking policy reviews and establishing regulatory and institutional frameworks;

(f) Providing strengthened technical support and cooperation to developing countries and countries with economies in transition in WTO accession processes and their follow-up;

(g) Undertaking research and analysis on trade and development aspects of intellectual property in accordance with paragraph 105 of the Accra Accord;

(h) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(i) Strengthening analytical capacity for policymaking and trade negotiations, and integrating trade and development concerns into national development plans and poverty reduction strategies, in particular for least developed countries;

(j) Addressing the trade and development impacts of non-tariff barriers;

(k) Promoting the use of competition law and policy as tools for achieving domestic and international competitiveness and for dealing with anti-competitive practices;

(l) Addressing issues at the interface between trade and the environment, including fostering low-carbon development, and development gains and investment opportunities related to the emerging climate change regime and the sustainable use of biodiversity;

(m) Developing and implementing trade and trade-related technical cooperation and capacity-building activities, including projects under the Aid for Trade Initiative;

(n) Strengthening its contribution, within its mandate, to the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries.

Component 2: Commodities

Objective of the Organization: To harness development gains from the commodity economy for commodity-dependent developing countries, as well as to deal with trade and development problems related to commodity dependence

Expected accomplishments of the Secretariat	Indicators of achievement
Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(i) Increased amount of research for alternative agriculture production in economies dependent on commodities, with the aim of diversifying their production and manufacture by increasing the added value of their commodities

(ii) Increased number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings

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Strategy

10.14 Component 2 of the subprogramme is under the responsibility of the Special Unit on Commodities, assisting developing countries, in particular those in Africa, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, through all three pillars of the work of UNCTAD. The component will continue to play a key role, with appropriate coordination with other international and regional actors, including relevant international commodity bodies, in the following areas:

(a) Addressing the trade and development problems associated with the commodity economy;

(b) Monitoring developments and challenges in commodity markets and addressing links between international commodity trade and national development, particularly with regard to poverty reduction;

(c) Assisting commodity-dependent developing countries in their efforts to:

(i) Develop national commodity strategies, including the mainstreaming of commodity policies into their national and regional development strategies;

(ii) Build supply-side capacities in order to achieve competitiveness;

(iii) Move up value chains and diversify commodity sectors;

(iv) Comply with international trade standards;

(v) Gain access to commodity information and databases;

(vi) Take advantage of export opportunities for commodities in emerging markets;

(vii) Establish effective marketing systems and support frameworks for small commodity producers, including economically viable safety-net programmes;

(viii) Develop commodity financing and risk management schemes;

(d) Promoting intergovernmental cooperation in the field of commodities and building consensus regarding ways to integrate commodity policies into: (i) national, regional and international development and poverty reduction strategies; (ii) trade-related policies and instruments for resolving commodity problems; and (iii) investment and financial policies for gaining access to financial resources for commodity-based development.

Subprogramme 4
Technology and logistics

Objective of the Organization: To strengthen science, technology and innovation, including information and communication technologies; efficient trade logistics services and transit transport systems; and training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of trade logistics of developing countries	(a) (i) Increased number of specific, identifiable actions taken by developing countries to improve trade logistics, such as actions to cut transport and transaction costs; improve effective transit systems, transport efficiency and connectivity; and establish a supportive legal framework with the assistance of UNCTAD
	(ii) Increased number of measures adopted by developing countries using the Automated System for Customs Data to further improve the efficient management of their customs administration with the assistance of UNCTAD
	(iii) Increased number of developing countries demonstrating improved performance on the basis of benchmark indicators related to customs processes with the assistance of UNCTAD
(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communication technologies	(b) (i) Increased number of specific actions or policy measures taken by developing countries to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development with the assistance of UNCTAD
	(ii) Increased number of cooperation initiatives taken at the subregional, regional and international levels in the areas of science and technology and information and communications technology with the assistance of UNCTAD

(c) Better understanding, at the national level, of policy options and best practices on science and technology for development and information and communication technologies for development, including the follow-up to the outcomes of the World Summit on the Information Society	(c) Increased number of countries adopting national and international measures on science and technology arising from resolutions of the Commission on Science and Technology for Development and the Economic and Social Council
(d) Enhanced capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries	(d) Increased number of specific actions taken by developing countries to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

10.15 The subprogramme is under the responsibility of the Division on Technology and Logistics. The effective implementation of the work programme under the subprogramme will help to improve the competitiveness in international trade of developing countries, especially those in Africa, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, as well as countries with economies in transition, and will assist transit developing countries, with their special challenges related to infrastructure and transport, by: (a) improving trade logistics policies, strengthening transport operations management and supporting the design and implementation of coherent transit systems; (b) assisting in the implementation of customs automation and trade facilitation programmes; (c) assisting in the development and implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport; (d) supporting the active participation of developing countries in transport and trade facilitation negotiations; (e) promoting access to, and enhancing the capacity to develop and use, technology and knowledge; (f) contributing to the Partnership on Measuring Information and Communication Technologies for Development, launched at the eleventh session of UNCTAD; (g) contributing to the implementation of the World Summit on the Information Society action lines on capacity-building, an enabling environment, e-business and e-science, in cooperation with other relevant international organizations, including by: (i) supporting the development of local teaching and research capacities in member countries' academic institutions; and (ii) fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development.

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: To promote development of national policies and international support measures, which build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies), and their progressive and beneficial integration into the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased adoption of UNCTAD's practical policy recommendations to promote African development in the areas of trade and development	(a) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of African development
(b) Increased consensus on and adoption of policies to address development problems of the least developed countries in the global economy	(b) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of the development of least developed countries
(c) Enhanced integration of trade policies and priorities in the national development plans through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries	(c) Increased number of least developed countries that have made progress in mainstreaming trade policies and priorities into their national development plans and have implemented the action matrices of the Enhanced Integrated Framework
(d) Increased awareness of issues and policy options to alleviate the challenges faced by landlocked developing countries	(d) Increased number of landlocked developing countries benefiting from UNCTAD services in various areas of economic policy, with a particular focus on investment, productive capacities and competitiveness
(e) Increased awareness of small island developing State policymakers of issues and policy options to build development partnerships conducive to the adoption of relevant international support measures	(e) Increased number of small island developing States directly benefiting from UNCTAD services in various areas of economic policymaking with implications for resilience-building and structural transformation
(f) Increased awareness of the problems faced by other structurally weak, vulnerable and small economies on the way of their integration into multilateral trading systems	(f) Increased number of other structurally weak, vulnerable and small economies using UNCTAD recommendations and services to address their exposure to internal and external economic shocks

Strategy

10.16 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. In order to attain the objective, the subprogramme will focus on identifying and promoting understanding of the economic development problems specific to the countries concerned, through policy analysis and research, and will play an advocacy role in promoting consensus in the international development community regarding the policy measures that best address those development problems. This will involve the identification of new issues and approaches, as well as greater interaction with research institutes in the least developed countries and with development partners. The subprogramme will also contribute to the implementation of and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020. The special programme under the subprogramme is aimed at helping landlocked developing countries to mitigate the adverse economic consequences of their geographical disadvantage through: (a) support for policymaking with a view to enhanced productive capacities and sound economic specialization; (b) helping small island developing States to enhance their resilience to external shocks and making steady socio-economic progress possible for most of them; and (c) instilling throughout UNCTAD a practice of devoting systematic attention to the problems of other structurally weak, vulnerable and small economies, as referred to in paragraph 10 of the Accra Accord.

10.17 A major aim is to add value to current policy debates through practical policy recommendations and innovative thinking on current issues. Research outputs will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to improving human and institutional capabilities and sensitizing development partners to the specific needs of developing countries and ways to meet those needs. In order to identify policy options at the national and international levels regarding the use of trade as a more effective tool for poverty eradication, the subprogramme will undertake research activities concerning the interlinkages between trade and poverty, as well as training and capacity-building programmes for local institutions. The subprogramme will continue to support countries in their efforts to benefit from their respective United Nations statuses and to integrate beneficially into the global economy and reduce poverty. This will involve support aimed at enhancing productive capacities and building resilience to adverse external influences. Technical cooperation outputs of the subprogramme will be focused on building capacities for national policymaking ownership and will include the linking of policy analysis and research work to policy ownership capacity-building support activities. Furthermore, they will be aimed at effective participation in and delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade Initiative.

10.18 In addition, the subprogramme will contribute to the implementation of the outcome of the Fourth United Nations Conference on the Least Developed Countries, for the decade 2011-2020; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island

Developing States, including the outcomes of their reviews. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned. Moreover, the subprogramme will promote throughout UNCTAD efforts to gain analytical insights into the problems faced by "other structurally weak, vulnerable and small economies", as referred to in paragraph 10 of the Accra Accord through the systematic coverage of such countries in relevant UNCTAD research and technical assistance.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable economic development and contribute to achieving the Millennium Development Goals in the developing and transition economies through trade and international business development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers	(a) (i) Increased number of export development strategies developed and implemented, including cases in which trade is integrated into national development strategies as a result of ITC support to enable decision makers to develop effective trade development programmes and policies (ii) Increased number of country networks having generated multilateral trading system-related activities through the support of ITC to enable decision makers to understand business needs and create an environment conducive to business; (iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, to enable decision makers to integrate business dimensions into trade negotiations
(b) Increased capacity of trade support institutions to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through support provided by the Centre

	(ii) Increased number of policy proposals involving ITC support having been presented by technical support institutions to the competent authorities
(c) Strengthened international competitiveness of enterprises through ITC training and support	**(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly**
	(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export readiness, delivered directly or indirectly
	(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support

Strategy

10.19 The International Trade Centre bears substantive responsibility for the implementation of the subprogramme. Its strategic thrust is in line with the mandate entrusted to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognizes the Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those set out in the Millennium Declaration, and on the follow-up to the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the Geneva Phase of the World Summit on the Information Society. The subprogramme will play an important role in furthering the implementation of the Doha and Hong Kong, China, ministerial declarations of the WTO, in particular by involving the business community in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

10.20 The strategic objective of the subprogramme is to help developing countries and countries with economies in transition to enhance their international competitiveness, increase exports and improve import operations, with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned during the biennium 2010-2011. In its continued efforts to address the Millennium Development Goals, the subprogramme will scale up its innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. Focus will be placed on work with

small and medium-sized enterprises in sectors with opportunities for strong backward linkages with the informal sector. Priority will be given to the development of innovative forms of cooperation and alliances with new partners, including the corporate sector, academia, non-governmental organizations and other development actors to address sustainable trade development for the achievement of the Millennium Development Goals, through, in particular, enhanced partnerships in the areas of poverty reduction and women's empowerment. The subprogramme will continue to involve its country programme partners in monitoring progress towards the Millennium Development Goals, targets and indicators, and in measuring results and the contributions of ITC to the achievement of the Goals.

10.21 In order to achieve its expected accomplishments, ITC will pursue its mission by enabling small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers. The Centre will focus its activities on the following five main strategies: (a) export strategy, to further enable decision makers to set priorities and to design and implement coherent export development plans that reflect the dynamic requirements of the market; (b) business in trade policy, to reinforce the Centre's efforts to enable policymakers to integrate the business dimension into trade policies, as well as regional and multilateral negotiations, resulting in capacities created to design and implement trade policies that reflect business needs; (c) the strengthening of trade support institutions, to enable them to deliver enhanced services to small and medium-sized enterprises and Governments, resulting in the greater export impact of such enterprises and the ability of trade support institutions to provide sustainable trade capacity-building; (d) trade intelligence, to continue to build the capacity of clients in the production of trade information and customized trade analysis, using ITC products and tools, enabling policymakers, trade support institutions and small and medium-sized enterprises to make better-informed decisions, and trade support institutions to produce and disseminate trade intelligence services effectively; and (e) exporter competitiveness, to enable existing and potential small and medium-sized exporting enterprises to strengthen their export performance and increase their market share, resulting in enterprises that understand market constraints and are able to design products and implement successful international marketing approaches.

10.22 Additional partnerships and key strategic alliances will continue to be sought to complement the fields of expertise of ITC and to allow for increased delivery in sectors and regions where demand has surpassed the ability of the Centre to deliver. In order to achieve greater impact, the Centre will continue to develop larger integrated programmes with a critical mass and based on countries' needs. Partnerships, which are critical to success, will be strengthened with existing and new donors and with other international organizations such as UNCTAD and WTO, to which the Centre is organically linked, as well as the United Nations Industrial Development Organization, the World Bank, the regional development banks, the African Union, the United Nations regional commissions and the United Nations country programmes.

Legislative mandates

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
60/1	2005 World Summit Outcome
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/188	International trade and development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/220	Operational activities for development of the United Nations system
64/221	South-South cooperation
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation

Trade and Development Board resolutions

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Report of the United Nations Conference on Trade and Development on its eleventh session
TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/B (S-XXIII)/7	Agreed outcome of the midterm review

Subprogramme 1
Globalization, interdependence and development

General Assembly resolutions

63/206	External debt and development: towards a durable solution to the debt problems of developing countries
64/190	International financial system and development
64/191	External debt sustainability and development
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence

Subprogramme 3
International trade

General Assembly resolutions

57/253	World Summit on Sustainable Development
64/188	International trade and development
64/192	Commodities
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Subprogramme 4
Technology and logistics

General Assembly resolutions

60/252	World Summit on the Information Society
64/187	Information and communication technologies for development
64/212	Science and technology for development

Subprogramme 5
Africa, least developed countries and special programmes

General Assembly resolutions

58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
63/227	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/213	Fourth United Nations Conference on the Least Developed Countries
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 6
Operational aspects of trade promotion and export development

General Assembly resolutions

2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/253	World Summit on Sustainable Development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
60/1	2005 World Summit Outcome

60/252	World Summit on the Information Society
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/206	External debt and development: towards a durable solution to the debt problems of developing countries
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/187	Information and communication technologies for development
64/188	International trade and development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/190	International financial system and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/212	Science and technology for development
64/213	Fourth United Nations Conference on the Least Developed Countries
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/221	South-South cooperation

64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolution

1819 (LV)	**United Nations export promotion programmes**

Trade and Development Board resolutions

TD/386	**Plan of Action**
TD/387	**Bangkok Declaration: Global Dialogue and Dynamic Engagement**
TD/412	**Part I: UNCTAD XI — The Spirit of São Paulo**
	Part II: The São Paulo Consensus
TD/442	**Report of the United Nations Conference on Trade and Development on its twelfth session**
TD/B (S-XXIII)/7	**Agreed outcome of the midterm review**
TD/L.413	**The Accra Declaration**
TD/L.414	**The Accra Accord**

World Trade Organization resolutions (subprogramme 6)

WT/MIN (01)/DEC/1	**Ministerial Declaration**
WT/MIN/05/DEC	**Doha Work Programme: Ministerial Declaration**

Programme 11
Environment

Overall orientation

11.1 The principal responsibility for the environment within the United Nations system is vested with the United Nations Environment Programme (UNEP). The mandate for UNEP derives from General Assembly resolution 2997 (XXVII), by which the Assembly established the Governing Council of UNEP, the Environment secretariat and the Environment Fund. The Governing Council, in its decision 19/1, clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in the annex to its resolution S/19-2. The Assembly elaborated further on the role of UNEP in its resolution 53/242.

11.2 The Governing Council, in its decision SS.VII/1 on international environmental governance, reiterated the need for a strengthened UNEP with a stronger science base and, among other things, called for increased capacity-building and technology support by UNEP to developing countries and countries with economies in transition, improved coordination among multilateral environmental agreements and enhanced United Nations system-wide coordination and cooperation. The Assembly, most recently in its resolution 64/204, reaffirmed the role of UNEP as the principal body within the United Nations system in the field of the environment, and underlined the need to further advance and fully implement the Bali Strategic Plan for Technology Support and Capacity-building with a view to achieving its objectives in the areas of capacity-building and technology support for developing countries and countries with economies in transition, and in that regard, welcomed the decision to mainstream the Bali Strategic Plan as an integral part of UNEP's medium-term strategy for the period 2010-2013.

11.3 In its decision 24/9, the Governing Council requested the preparation of a medium-term strategy for 2010-2013 with clearly defined vision, objectives, priorities and impact measures and a robust mechanism for review by Governments. Guided by the scientific evidence, including findings in the Global Environment Outlook and priorities emerging from global and regional forums, six cross-cutting thematic priorities were identified in formulating the UNEP medium-term strategy for 2010-2013, in order to provide greater results orientation and strategic direction to the work of UNEP in the future. Following an extensive consultative process with the UNEP Committee of Permanent Representatives, the UNEP Governing Council/Global Ministerial Environment Forum, at its tenth special session, in February 2008, adopted decision SS.X/3, in which it welcomed the medium-term strategy for 2010-2013 and authorized the Executive Director to use it in formulating the UNEP biennial programme plan. In its decision 25/13, the Governing Council approved the biennial programme plan for 2010-2011, ensuring consistency with the UNEP medium-term strategy for 2010-2013. The strategic framework for the period 2012-2013 takes into account UNEP's overarching medium-term strategy for 2010-2013 and provides a continuum of work from the 2010-2011 biennium, therefore maintaining the same six subprogrammes, and to the extent possible the expected accomplishments for achieving the objectives in the medium-term strategy.

11.4 Lessons learned in implementing the 2010-2011 programme plan will be critical in improving the delivery of the UNEP medium-term strategy. The programme will continue to be implemented during the biennium 2012-2013 through the existing UNEP divisions, which will provide cohesion and mutual support to cross-cutting professional practices, such as those in the areas of science, law, economics and communication. The institutional reforms that UNEP has undertaken will be maintained in the 2012-2013 biennium. These reforms include a matrix approach to implementing the programme of work, in which divisions and regional offices identify and deliver common organization-wide objectives in each of six thematic areas and in line with regional and national priorities. The organization will make use of an accountability framework to ensure clarity in roles, responsibilities and deliverables. A monitoring policy and an evaluation policy will form the basis of the plans to be implemented in the biennium. The concept and goals of sustainable development will continue to provide an overarching framework that offers strategic coherence across the six thematic priorities. In addition, UNEP will continue to contribute to the ongoing intergovernmental discussion on the concept of a green economy and to strengthen its partnerships with key partners, such as the Global Environment Facility (GEF), the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO), the World Bank, regional development banks, science-based networks and major groups. These institutional strategies and policies and the approaches embodied within them will strengthen results-based management in UNEP and increase management accountability for programme delivery and resource utilization, while at the same time ensuring that relevant sector expertise benefits all subprogrammes.

11.5 The broader international policy environment and the United Nations reform processes are of significant relevance to the work of UNEP. In that regard, the Johannesburg Plan of Implementation, other outcomes of the World Summit on Sustainable Development and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, provide a clear direction. The Millennium Development Goals, the outcomes of the nineteenth session of the Commission on Sustainable Development, in 2011, and the United Nations Conference on Sustainable Development to be held in 2012, among others, are expected to be of particular relevance to UNEP's activities and possibly have an impact on its work programme.

11.6 The world faces unprecedented environmental change, which presents both challenges and opportunities. Mounting scientific evidence shows that ecosystems are under unprecedented pressure and that prospects for sustainable development are consequently under serious threat. UNEP, through the Global Environment Outlook process, will continue to conduct comprehensive, integrated and scientifically credible global environmental assessments. To secure the environmental conditions for prosperity, stability and equity, responses that are timely and proportionate to the scale of the environmental challenges will be required. In creating such responses, Governments, the international community, the private sector, civil society and the general public all have an important role to play. UNEP will strive to fulfil its role in articulating, facilitating and supporting appropriate responses to those environmental challenges and opportunities, mindful of the roles of other organizations involved in sustainable development and the specific situations of countries.

11.7 Within the framework of its medium-term strategy for 2010-2013, UNEP will continue to focus its efforts during the biennium 2012-2013 on the six cross-cutting thematic priorities, namely climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, and resource efficiency and sustainable consumption and production, as defined below in paragraphs 11.9 to 11.14.

11.8 Consistent with its mandate and taking into account its comparative advantage, UNEP will exercise its distinctive role in environmental leadership within the cross-cutting thematic priority areas by catalysing and promoting international cooperation and action; providing early warning and policy advice based on sound science; facilitating the development, implementation and evolution of norms and standards; supporting the development of international and national policy and law; developing coherent interlinkages among international environmental conventions; and delivering technology support and capacity-building services in line with country priorities. Of paramount importance will be UNEP's work with the secretariats of the multilateral environmental agreements to help them support countries to implement the related objectives and commitments. Paragraphs 11.15 to 11.17 below further elaborate key elements of the UNEP strategy in implementing the programme.

11.9 *Climate change*. Within the framework of the United Nations approach to addressing climate change, UNEP will help to strengthen the ability of countries, specifically the most vulnerable, to build climate resilience and to support countries in the development of low-carbon societies by building partnerships and engaging the private sector to improve energy efficiency. UNEP will conduct scientific assessments, provide policy and legislative advice and undertake pilot interventions with a focus on three priority areas: (a) an ecosystem-based adaptation approach: building climate resilience through ecosystem-based measures; (b) reducing emissions from deforestation and forest degradation (REDD) as well as addressing the role of forest conservation, sustainable forest management and forest stocks: helping countries to factor in co-benefits of REDD (and other terrestrial carbon sequestration) to enhance the overall sustainability of REDD and to reduce risks to its sustainability; and (c) clean technology readiness: supporting the development of country readiness for clean technology uptake. UNEP will emphasize the synergies between development and climate policies and the co-benefits of climate change actions and their contribution to environmental sustainability.

11.10 *Disasters and conflicts*. UNEP will build national capacities to minimize threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters and raise awareness of conflict-related risks in the context of General Assembly resolution 58/209, by adopting an integrated approach spanning three key operational pillars, namely: vulnerabilities and risk reduction; emergency response and recovery; and mainstreaming the environment. Within those pillars, UNEP will emphasize the importance of addressing environmental risks and vulnerabilities as a prerequisite of sustainable development. UNEP will seek to integrate environmental management needs within recovery plans of the relevant United Nations actors.

11.11 *Ecosystem management*. UNEP will facilitate a cross-sectoral, integrated approach to ecosystem management to reverse the decline in ecosystem services and improve ecosystem resilience with respect to such external impacts as habitat degradation, invasive species, climate change, pollution and overexploitation. UNEP will continue to catalyse integrated approaches for the assessment and management of freshwater, terrestrial, coastal and marine systems. In facilitating a more integrated approach, UNEP will draw upon its knowledge base and on integrated environmental assessments for more effective management of natural systems on multiple scales and across sectors through technical and institutional capacity-building. UNEP will promote adaptive management, participatory decision-making and sustainable financing through payments for or investments in ecosystem services in order to address the drivers of ecosystem change that reverse degradation and increase ecosystem resilience.

11.12 *Environmental governance*. The work of UNEP in this area will be particularly guided by Governing Council decision SS.VII/1 on international environmental governance. At the global level, the UNEP secretariat will support the Governing Council/Global Ministerial Environment Forum in exercising its central role in international decision-making processes for environmental governance and in setting the global environmental agenda. UNEP will: (a) prioritize its efforts to develop coherence and coordination in the field of environment in the United Nations system, including through the work of the United Nations System Chief Executives Board for Coordination and other inter-agency forums and through the full use of the Environmental Management Group; (b) cooperate with multilateral environmental agreements and support collaboration among them to facilitate their effective implementation, and partner with the governing bodies and secretariats of other intergovernmental processes to enhance mutually supportive regimes between the environment and other related fields; (c) continue to promote international cooperation and action based on sound science, support science-based policymaking and catalyse international efforts to pursue the implementation of internationally agreed objectives; (d) strengthen support for the engagement of non-governmental stakeholders and civil society as complementary participation in environmental governance at all levels; and (e) support Governments in establishing, implementing and strengthening institutions and laws to enhance environmental governance for achieving sustainable development, particularly through mainstreaming the environment into other sectoral policies and making full use of the United Nations Development Group platform.

11.13 *Harmful substances and hazardous waste*. As a part of wider United Nations efforts to lessen the environmental and health impacts of harmful substances and hazardous waste, UNEP will: (a) prioritize the establishment of strategic alliances with all stakeholders; (b) promote chemical safety within a coherent life cycle approach and in accordance with the objectives of the Strategic Approach to International Chemicals Management adopted in Dubai in February 2006; (c) support the development and evolution of internationally agreed chemical management regimes, in respect of which the establishment of a regime on mercury will be a distinct area of UNEP's work in the biennium; (d) service the Strategic Approach to International Chemicals Management process and implement its environmental component, and assist countries in increasing their capacities for sound management of chemicals and hazardous waste; (e) support initiatives related to the management of specific chemicals of global concern, such as mercury, persistent organic pollutants and other substances covered by multilateral environmental agreements; and (f) address emerging issues related to chemicals and hazardous waste and continue to participate in initiatives such as the Partnership for Clean Fuels and Vehicles.

11.14 *Resource efficiency and sustainable consumption and production*. UNEP will promote reforms in Government policies, changes in private sector management practices and decisions and increased consumer awareness as means to reduce the impact of economic growth and development on resource depletion and environmental degradation. The framework of sustainable development is integral to the work of the subprogramme. Activities under the subprogramme will also contribute to informed intergovernmental discussions on the concept of a green economy in the context of sustainable development. UNEP will: (a) strengthen the scientific base for public and private decision-making; (b) advise Governments and the private sector on policies and actions to increase resource efficiency and reduce pollution, including through a life cycle analysis approach as well as other relevant approaches; (c) promote the application of environmental management approaches, environmentally sound technologies, integrated waste management and public-private partnerships to create more sustainable product life cycles and supply chains; (d) increase consumer awareness of sustainable consumption and production to influence their choices of goods and services; (e) prioritize its support to the 10-year framework of programmes on sustainable production and consumption under the Marrakech Process; and (f) work with its network of partners to monitor progress and implement collaborative initiatives on resource efficiency and sustainable production and consumption.

11.15 The strategy to be followed in implementing the programme will be consistent with the UNEP mandate and comparative advantage. Scientifically credible environmental monitoring and assessments will continue to provide the foundation upon which UNEP will deliver on the cross-cutting thematic priorities. That approach will promote the role of science in priority setting and informed decision-making. UNEP will inspire and promote environmental action and innovation between Governments, United Nations partner entities, the private sector and civil society, including scientific communities and marginalized groups. It will facilitate international cooperation and the provision of broad policy guidance in the field of the environment, including through the Governing Council/Global Ministerial Environment Forum process at the global level and by supporting the regional and subregional ministerial and other intergovernmental processes.

11.16 Furthermore, UNEP will continue to strengthen the role of national environmental authorities in development and economic planning processes and will facilitate the integration of environmental considerations in national sectoral policies, planning processes and development programmes. It will catalyse multi stakeholder processes to bring Governments, business and civil society together to develop and improve the implementation of legislative and voluntary measures and economic incentives relevant to the environment and corporate practices. UNEP will work to enhance access by developing countries and countries with economies in transition to equitable and sustainable financing for environmental action from both public and private sources, including market-based mechanisms.

11.17 The biennium 2012-2013 will see a continued impetus to deliver on the Bali Strategic Plan, building on the results achieved in the 2010-2011 biennium. Capacity-building and technology support will run through the implementation of all cross-cutting thematic priority areas and will thus constitute an integral part of all subprogrammes. The delivery of the Bali Strategic Plan at the national and regional levels will be coordinated through UNEP regional offices, and UNEP will build strategic alliances with partners from within the United Nations family and increasingly from civil society and the private sector to extend its reach at national and regional levels and to catalyse action. Furthermore, UNEP will strongly promote and facilitate North-South and South-South cooperation as one of the key mechanisms for implementing the Bali Strategic Plan for Technology Support and Capacity-building.

11.18 The programme will be implemented through the UNEP institutional structure, consisting of the six existing divisions and a network of six regional offices, by drawing on their areas of specialization, strategic presence and capacity to deliver at the regional level. It is likely that elements of this approach, and UNEP's institutional structure, may change as lessons are learned during the implementation of the 2010-2011 programme plan. These changes will be factored into the discussion of lessons learned and in due course the strategic framework for 2012-2013 may need to be amended. The Division of Technology, Industry and Economics leads subprogramme 1, subprogramme 5 and subprogramme 6. The Division of Environmental Policy Implementation leads subprogrammes 2 and 3. The Division of Environmental Law and Conventions leads subprogramme 4. The Division of Early Warning and Assessment is responsible for the provision of a sound science base across all subprogrammes and supports the Chief Scientist function. The Division of Regional Cooperation, through the regional offices and associated country offices, is responsible for identifying regional and national priorities, ensuring that they inform the development and implementation of the programme of work, and providing strategic guidance, coordination and cohesion of delivery of UNEP work at the regional, subregional and country levels. The Division of Communications and Public Information is responsible for outreach and the production of publications for all subprogrammes.

11.19 UNEP will pursue the enhanced delivery of the programme through a number of processes and partnerships. In the context of United Nations system-wide coordination, UNEP will engage with the United Nations Development Group to strengthen the systematic integration of environmental sustainability in United Nations country programming. UNEP will also work with a full range of stakeholders and partners, including civil society, the private sector and bilateral aid agencies, building on their respective resources, expertise and comparative advantages. It will seek closer cooperation between its substantive programme and the work of the United Nations Scientific Committee on the Effects of Atomic Radiation, for which it provides support to its secretariat.

11.20 UNEP will continue to integrate gender equality and equity into all its policies, programmes and projects with special attention given to the role of women in environmental policymaking, environmental management and early warning and disaster management. The UNEP commitment to mainstream gender equality and equity in its programmes will continue to be extended to its work with agencies, funds and programmes of the United Nations system and its relevant partners.

11.21 As an implementing agency of the Global Environment Facility, UNEP will continue to provide assistance to eligible countries to develop and implement projects in the six focal areas of the Facility, in accordance with the guidance from the governing bodies of the multilateral environmental agreements for which the

Global Environment Facility serves as a funding mechanism. UNEP will primarily focus on the areas of its mandate, and special attention will be given to the needs of African countries, least developed countries and small island developing States. UNEP will continue to provide scientific and technical advice to the Facility on its policies and programmes and will continue to host the Scientific and Technical Advisory Panel of the Facility.

Subprogramme 1
Climate change

Objective of the Organization: To strengthen the ability of countries, in particular developing countries, to integrate climate change responses into national development processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adaptation, including an ecosystem-based approach, is incorporated into country development planning and policymaking based on scientific assessments, policy and legislative advice and lessons learned from pilot projects supported by UNEP and adaptation experiences, including an ecosystem-based approach, showcased at the global level	(a) Increased number of countries that integrate adaptation, including an ecosystem-based approach, into their national development plans with the assistance of UNEP
(b) Low carbon and clean energy sources and technologies are increasingly adopted, inefficient technologies are phased out and economic growth and pollution and greenhouse gas emissions are decoupled by countries based on technical and economic assessments, cooperation, policy advice, legislative support and catalytic financing mechanisms	(b) Increased number of countries implementing energy plans, including low-carbon alternatives, with explicit renewable energy or energy efficiency policies with the assistance of UNEP
(c) Countries' access to climate change finance is facilitated at all levels and successful innovative financing mechanisms are assessed and promoted at the regional and global levels	(c) Increased level of national investment in clean technology projects and projects related to adaptation and mitigation supported by UNEP that are implemented with international climate change funding with the assistance of UNEP
(d) Reduction in deforestation and land degradation with countries moving towards sustainable forest management, conservation and full terrestrial carbon accounting based tackling all drivers of deforestation and taking fully into account co-benefits and safeguards	(d) (i) Increased number of countries implementing sustainable forest management plans, including plans to reduce emissions from deforestation and degradation (REDD plans) with the assistance of UNEP

	(ii) Increased percentage of land being managed to reduce emissions from deforestation as a result of implementation of sustainable forest management plans, including REDD plans, with the assistance of UNEP
(e) Increased access of target audiences to relevant climate change assessments and information for decision-making and long-term planning	**(e) (i) Increased number of sector-specific local, national and regional development plans that incorporate climate-related assessment with the assistance of UNEP** **(ii) Increased number of findings or results from UNEP climate change work reported in press and media with the assistance of UNEP**

Strategy

11.22 Responsibility for the coordination of the subprogramme on climate change rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, which is complementary to the processes and work of other institutions, including the United Nations Framework Convention on Climate Change and its Kyoto Protocol and partnerships such as with UNDP, the United Nations Industrial Development Organization (UNIDO), the Global Environment Facility, the World Bank, FAO, the Intergovernmental Panel on Climate Change secretariat, the new International Renewable Energy Agency (IRENA), the PetroCaribe Alternative Energy Source Financing Fund, the Mesoamerican integration and development project, the Caribbean Renewable Energy Development Programme, the energy initiative of the New Partnership for Africa's Development, the Mediterranean Solar Plan, the Africa-European Union Energy Partnership, the Baltic Sea Region Energy Cooperation, the Asia-Pacific Partnership on Clean Development and Climate and other partners, will be as follows:

(a) To help countries, in particular developing countries, to reduce vulnerability and build resilience to the impacts of climate change by building and strengthening national institutional capacities for vulnerability assessment and knowledge management and adaptation planning and by supporting national efforts to incorporate adaptation measures, including an ecosystem-based approach, into country development planning and policymaking, consistent with country priorities and ownership;

(b) To facilitate the transition by countries, in particular developing countries, to low-carbon societies by building partnerships and engaging the private sector to improve energy efficiency, with emphasis on supporting their readiness for clean technology uptake, taking into consideration the work of IRENA and UNIDO. This will be achieved by building strategic partnerships and engaging the private sector to improve energy efficiency, accelerating the development of markets for renewable energy technologies and promoting access to cleaner energy. In addition, UNEP will provide support to United Nations entities with a view to making the United Nations system climate neutral;

(c) To facilitate access by countries, in particular developing countries, to climate change financing for clean technologies and to support both public and private financing mechanisms;

(d) To support national processes for implementing sustainable forest management plans, including REDD, and contribute to the development and implementation of national REDD strategies, including the provision of technical advice on ways to address deforestation and forest degradation and methods and tools for measuring and monitoring greenhouse gas emissions and forest carbon flows; to help countries to factor in co-benefits of REDD (and other terrestrial carbon sequestration); to enhance the overall sustainability of REDD and reduce the risks to it; to promote REDD financing and help countries to access financial and technical support; to promote and facilitate broad-ranging consultations among stakeholders, including indigenous peoples and other forest-dependent communities; and to help establish linkages with existing national programmes in the areas of governance, development, poverty reduction, food security and natural resource management;

(e) To improve the understanding of climate change science and its use in sound policymaking by actively conveying the results of Intergovernmental Panel on Climate Change assessments and special reports and other scientific information targeted to specific audiences, improving the understanding of greenhouse gas emissions from deforestation and forest degradation, and providing scientific, legal and institutional support to developing country institutions and officials who participate in climate change negotiations;

(f) To improve the general understanding of climate change by communicating key messages regarding climate change in clear and understandable ways to different target audiences such as national level policymakers, negotiators, civil society and the private sector, including those aimed at influencing consumer choices.

Subprogramme 2
Disasters and conflicts

Objective of the Organization: To minimize environmental threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of Member States for environmental management in order to contribute to natural and man-made disaster risk reduction	(a) Increased investment in initiatives using national environmental management capacities for risk reduction with the assistance of UNEP
(b) Rapid and reliable environmental assessments following conflicts and disasters as requested	(b) Increased percentage of inter-agency post-crisis needs assessments and national recovery plans that identify, prioritize and cost environmental needs with the assistance of UNEP

(c) Improved environmental management and sustainable use of natural resources that have built upon the inter-agency post-crisis assessment and recovery process	(c) Increased percentage of the total long-term relief and post-crisis recovery funding focused on environment and natural resource management and associated livelihood projects with the assistance of UNEP

Strategy

11.23 Responsibility for the implementation of the subprogramme on disasters and conflicts rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, which will also be implemented in partnership with the specialized agencies, funds and programmes of the United Nations system, Secretariat departments, relevant inter-agency planning processes and other regional partners, inter alia, the Office for the Coordination of Humanitarian Affairs, UNDP, the International Strategy for Disaster Reduction, the United Nations Human Settlements Programme, FAO, the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees, the United Nations Development Group, the Peacebuilding Commission, the World Bank and the Organization for Security and Cooperation in Europe, will be as follows:

(a) Within the existing mandates of UNEP, to assist vulnerable or crisis-affected countries and communities by providing environmental expertise, with particular attention paid to vulnerable groups (such as women and children) and highly vulnerable ecosystems such as drylands and lands contaminated by radiation, in vulnerabilities and risk reduction services, as well as emergency response and recovery operations at the subregional, national and subnational levels, including through the following:

(i) Policy guidance and assistance in developing and implementing legislative and institutional frameworks for improved environmental management at the national and subregional levels, contributing to risk reduction;

(ii) Addressing acute environmental risks in disaster or post-conflict response operations and providing early warning to minimize the adverse effects on human life and the environment, and integrating environmental considerations into recovery programmes to minimize the negative impact on the degraded environment;

(b) Upon request by Member States, to provide early warning on environmental risks, data and expertise on sustainable management of transboundary and shared natural resources related to relevant initiatives led by the United Nations;

(c) To contribute to global policy development by mainstreaming environmental lessons learned and best practice into the relevant conflict and disaster policy and planning processes at the global level.

Subprogramme 3
Ecosystem management

Objective of the Organization: To ensure that countries utilize the ecosystem approach to enhance human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes	(a) Increased number of national and regional development planning processes that consider ecosystem services as a component for development with the assistance of UNEP
(b) Countries and regions have the capacity to utilize and apply ecosystem management tools	(b) (i) Increased number of countries addressing ecosystem degradation through the application of UNEP-supported ecosystem management tools
	(ii) Increased area of terrestrial or aquatic ecosystems managed to maintain or restore ecosystem services with the assistance of UNEP
(c) Strengthened capacity of countries and regions to realign their environmental programmes to address degradation of selected priority ecosystem services	(c) Increased number of national and regional planning instruments that include commitments and targets to integrate ecosystem management at the national, regional and sectoral levels with the assistance of UNEP

Strategy

11.24 Responsibility for the implementation of the subprogramme on ecosystem management rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role ensuring that the work programme is executed in close collaboration with other UNEP divisions and external partners. The strategy responds to the Convention on Biological Diversity ecosystem approach, which calls for the conservation of ecosystem structures and functioning in order to maintain ecosystem services. It also responds to the call for a follow-up to the Millennium Ecosystem Assessment, recognizing that ownership by countries of the approach, its methodology and its recommendations must be improved. The strategy, in partnership with relevant United Nations entities, other international organizations, the scientific community and data providers, the private sector, civil society and other stakeholders, such as UNDP, FAO, the Global Environment Facility, the World Bank and other Millennium Ecosystem Assessment partners, will be as follows:

(a) To influence planning and assistance frameworks at the regional and national levels so that they incorporate a cross-sectoral, integrated approach focusing on ecosystem services. The subprogramme will promote awareness of the interlinkages between humans and their impacts on ecosystems, as well as the benefits people derive from ecosystems and their services. It will facilitate institutional, policy, economic and governance changes necessary to enable cross-sectoral and, when relevant, transboundary cooperation for the management of ecosystems;

(b) The poor rely directly on ecosystem goods and services for their livelihood. Particular attention will therefore be given to equity issues (including, but not limited to, access and benefit sharing) and how vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship;

(c) To build the capacities of regional, subregional, national and local entities to assess degradation, in order to slow down or reverse this trend while managing ecosystems for resilience. This implies that particular attention will be given to ecosystem functioning and the role of biodiversity. Priority will also be given to improving mechanisms for strengthening the science policy interface in the biodiversity-related multilateral environmental agreements. The subprogramme will develop, adapt and test a number of ecosystem management tools such as integrated water resources management, ecosystem restoration, decision-making tools (including scenarios and trade-off analysis) and adaptive management tools. It will demonstrate how to measure the economic value of ecosystem services and how to apply these values to decision-making and to the design of economic instruments such as incentives and sustainable financing mechanisms. Integrated assessments will be conducted in the framework of the Millennium Ecosystem Assessment follow-up initiative and further economic valuation will be conducted as a follow-up to the Economics of Ecosystem Services and Biodiversity project. The capacity of countries to assess biodiversity that is critical to ecosystem functioning will be strengthened. Catalysing large-scale action to protect ecosystem resilience and functioning will be a priority. Special attention will be given to the restoration of highly degraded terrestrial ecosystems and to the development of ecological corridors that will increase the ability of ecosystems and biodiversity to adapt to climate change;

(d) This work will be accomplished through building upon successful existing UNEP ecosystem programmes, such as the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities and the freshwater programme based on integrated water resources management. Delivery will also be assisted by cooperation with other initiatives, including support to the Convention on Biological Diversity, the global environmental outlook process, the Poverty and Environment Initiative (which also features in other subprogrammes), the Economics of Ecosystem Services and Biodiversity project and the follow-up strategy for the Millennium Ecosystem Assessment.

Subprogramme 4
Environmental governance

Objective of the Organization: To ensure that environmental governance at the country, regional and global levels is strengthened to address agreed environmental priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The United Nations system, respecting the mandate of each entity, progressively achieves synergies and demonstrates increasing coherence in international decision-making processes related to the environment, including those under multilateral environmental agreements	(a) (i) Increased number of coordinated approaches to environmental issues targeted by UNEP that are addressed in a complementary manner by other United Nations entities and multilateral environmental agreements (ii) Increased number of inter-agency partnerships and joint initiatives between UNEP and other United Nations entities to tackle complementary environmental issues (iii) Increased number of coordination activities concerning environmental issues addressed under the Environmental Management Group, the Chief Executives Board for Coordination and United Nations Development Group that are being acted upon by partner United Nations entities (iv) Increased number of joint initiatives undertaken by multilateral environmental agreement secretariats and UNEP showing progress towards measurable environmental outcomes
(b) Enhanced capacity of States to implement their environmental obligations and achieve their environmental goals, targets and objectives through strengthened institutions and the implementation of laws	(b) (i) Increased number of States implementing laws to improve compliance with environmental goals and targets as agreed at the relevant United Nations summits and conferences and the conferences of parties to multilateral environmental agreements with the assistance of UNEP (ii) Increased number of international organizations that demonstrate progress towards measurable environmental outcomes after applying UNEP policy advice in the area of the environment

(c) National development processes and United Nations common country programming processes increasingly mainstream environmental sustainability into the implementation of their programmes of work	**(c) (i) Increased number of United Nations country teams that successfully mainstream environmental sustainability into common country assessments and United Nations Development Assistance Frameworks**
	(ii) Increased percentage of United Nations Development Assistance Frameworks in countries where UNEP has intervened that present a coherent environment and development package
(d) Improved access by national and international stakeholders to sound science and policy advice for decision-making	**(d) (i) Increased number of UNEP-led or UNEP-supported environmental assessments cited in academic writings, leading newspapers and other relevant media**
	(ii) Increased participation of researchers and institutions from developing countries in UNEP-led or UNEP-supported environmental assessments

Strategy

11.25 Responsibility for the implementation of the subprogramme on environmental governance rests with the Division of Environmental Law and Conventions. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, which is guided by Governing Council decision SS.VII/1 on international environmental governance, to be implemented with partners such as UNDP, FAO, the United Nations Institute for Training and Research (UNITAR), the United Nations University, the World Bank, regional development banks and secretariats of global and regional multilateral environmental agreements, will be as follows:

(a) To support coherent international decision-making processes for environmental governance, the subprogramme will assist the Governing Council/ Global Ministerial Environment Forum to promote international cooperation in the field of the environment and set the global environmental agenda. It will keep the state of the environment under review on a regular basis through authoritative assessment processes and identify emerging issues. The objective is to support sound science-based decision-making at the national and international levels, including processes such as the process leading to the United Nations Conference on Sustainable Development in 2012 (Rio+20). Cooperation will be carried out with multilateral environmental agreements, and support provided for collaboration among them for their effective implementation, respecting the mandate of each entity. Partnerships with the governing bodies and secretariats of other intergovernmental processes will be pursued to enhance mutually supportive regimes between the environment and other related fields. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance in the Chief Executives Board for Coordination and other inter-agency forums and will make use of the Environmental Management Group to promote joint action by all organizations and multilateral environmental agreement secretariats;

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives, the subprogramme will support the efforts for further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences, especially through the implementation of the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme);

(c) To support regional, subregional and national environmental governance processes and institutions, the subprogramme will support regional ministerial and other intergovernmental forums related to the environment and assist in the implementation of their programmes of action. It will support the efforts of Governments to further develop and strengthen their national, subregional and regional policies, laws and institutions underpinning environmental governance and their infrastructures for environmental management. It will also support the efforts of Governments to develop and strengthen their capacity for environmental data and knowledge management and assessment at the national, subregional and regional levels in order to provide a sound basis for environmental governance. Furthermore, the subprogramme will strengthen its support for the engagement of non governmental stakeholders and civil society in environmental governance at all levels;

(d) To promote and support the environmental basis for sustainable development at the national level, the subprogramme will support Governments in mainstreaming the environment in their development planning processes, including through the UNEP-UNDP Poverty and Environment Initiative. It will also assist Governments and United Nations country teams to ensure their environmental considerations are incorporated into common country assessments, United Nations Development Assistance Frameworks and their associated implementation programmes, including by making full use of the United Nations Development Group platform. The UNDP-UNEP memorandum of understanding will be a key framework for providing such country-level support. It will improve UNEP's strategic presence in regions to support Governments and United Nations country teams in addressing environmental governance and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as departments and regional partners.

Subprogramme 5
Harmful substances and hazardous waste

Objective of the Organization: **To minimize the impact of harmful substances and hazardous waste on the environment and human beings**

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased capacities of States and other stakeholders to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste	**(a) (i) Increased number of countries and stakeholders implementing policies in sound management of chemicals and hazardous waste with the assistance of UNEP** **(ii) Increased number of countries that have introduced incentives, including market-based incentives, and business policies and practices promoting environmentally friendly approaches and products aiming at reduced releases of and exposures to harmful chemicals and hazardous waste with the assistance of UNEP** **(iii) Increased support to developing countries to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste with the assistance of UNEP**
(b) Coherent international policy and technical advice is provided to States and other stakeholders for managing harmful chemicals and hazardous waste in a more environmentally sound manner, including through better technology and best practices	**(b) (i) Increased number of Governments and other stakeholders showing reductions in harmful substances and hazardous waste as a result of applying UNEP guidelines and tools on assessment, management and replacement of hazardous chemicals and waste management with the assistance of UNEP** **(ii) Increased number of international subregional and regional organizations applying UNEP guidance on harmful substances and hazardous waste with the assistance of UNEP** **(iii) Increased number of intergovernmental, regional and national policymaking processes that consider, address and monitor the environmental, economic, social and human health impacts of harmful substances and hazardous waste with the assistance of UNEP**

(c) Appropriate policy and control systems for harmful substances of global concern are developed and being implemented in line with international obligations of States and mandates of relevant entities	(c) (i) Agreement is reached at the international level on the means of addressing mercury with the assistance of UNEP (ii) Increased number of countries with control systems and policies being implemented to meet their international obligations with regard to harmful substances and hazardous waste with the assistance of UNEP (iii) Increased number of countries showing reductions in harmful substances and hazardous waste as a result of their control systems and policies with the assistance of UNEP

Strategy

11.26 Responsibility for the implementation of the subprogramme on harmful substances and hazardous waste rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, within the wider United Nations efforts to lessen the environmental and health impacts of chemicals and hazardous waste, and to be implemented with organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals (UNIDO, UNITAR, FAO, International Labour Organization, WHO and the Organization for Economic Cooperation and Development), the Global Environment Facility and others, will be as follows:

(a) To help countries to increase their capacities for sound management of chemicals and hazardous waste within a life cycle approach. Subprogramme support will cover data collection, the assessment and management of chemicals, the implementation of scientifically designed hazardous waste management systems and the strengthening of chemical and hazardous waste legislation and regulatory frameworks. In collaboration with UNDP and other United Nations entities through relevant inter-agency processes, the subprogramme will promote the mainstreaming of chemical safety in development agendas and the active involvement of all relevant sectors to achieve coherent and effective regulatory, voluntary and market-based policies at the national level and, when relevant, at the subregional level. It will also promote and facilitate public access to information and knowledge on chemicals and hazardous waste, including impacts on human health and the environment;

(b) To advance the international agenda on chemicals through the implementation of the environmental component of the Strategic Approach to International Chemicals Management, the subprogramme will support the development of policy- and science-based advice and guidelines to Governments and other stakeholders on risk assessment and management; raise awareness of potential adverse effects of chemicals, including hazardous waste; and address emerging issues. It will also contribute to the development of methodologies and tools for monitoring and evaluating progress in sound management of chemicals and hazardous waste;

(c) To support the development of internationally agreed chemical management regimes, particularly for mercury but also for other metals if requested by Governments, and to support the evolution of existing internationally agreed multilateral environmental agreements in the chemicals and waste cluster, the subprogramme will assist countries, multilateral environmental agreement secretariats and other stakeholders in their efforts to address highly hazardous substances. This will include assisting countries in the implementation and enforcement of chemical and hazardous waste-related multilateral environmental agreements and other international initiatives (for example, the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities) related to chemicals of global concern, such as mercury, persistent organic pollutants and ozone-depleting substances, and in addressing emerging issues related to chemicals and hazardous waste. In line with decision SS.X/1 of the Governing Council/Global Ministerial Environment Forum, the strengthening of cooperation and coordination between the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants could contribute positively to the implementation of the principles defended by those Conventions for the management of harmful substances and hazardous waste, building on the agreement reached in Bali at the simultaneous extraordinary meetings of the Conferences of the Parties to those Conventions.

Subprogramme 6
Resource efficiency and sustainable consumption and production

Objective of the Organization: To ensure natural resources are produced, processed and consumed in a more environmentally sustainable way, in which environmental impact is decoupled from economic growth and social co-benefits are optimized

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding by Governments and other stakeholders of scientific assessment of resource flows and related environmental impacts along global value chains, as well as of potential for decoupling	(a) Increased number of UNEP-associated scientific assessments, analytical reports and scarcity alerts used and referenced by a specified number of target Governments and public and private sector organizations
(b) Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream environmentally sustainable aspects in their development planning and implementation and adopt policies and tools for resource efficiency	(b) Increased number of Governments and other public institutions implementing policies, economic instruments and initiatives for resource-efficiency improvements and introducing environmentally sustainable aspects into their economies

(c) Increased investment in efficient, clean and safe industrial production methods through voluntary action by the private sector	(c) Increased number of businesses adopting and investing in resource-efficient management practices and technologies and cleaner and safer production methods
(d) Demand-side decisions and consumption choices favour more resource efficient and environmentally friendly products, driven by standardized and internationally recognized tools and communications and by an enabling social infrastructure	(d) (i) Increase in the sales of targeted resource efficient and environmentally friendly products, goods and services (ii) Increased number of Governments, companies and consumer groups with access to and making use of recognized tools and communications made available through UNEP-supported initiatives when making purchasing decisions with respect to more resource efficient and environmentally friendly products, goods and services

Strategy

11.27 The responsibility for the implementation of the subprogramme on resource efficiency and sustainable consumption and production rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The framework of sustainable development is integral to the work of the subprogramme. Activities under the subprogramme will also contribute to informing the discussions on how green economy initiatives can contribute to sustainable development. The strategy, which will build upon the 10-year framework on sustainable consumption and production and be implemented in partnership with Governments, other United Nations and development cooperation entities, the private sector, research bodies, civil society, scientific institutions such as the University of Oxford and United Nations organizations such as UNDP, UNIDO, the World Tourism Organization, FAO and the regional commissions, will be as follows:

(a) To build capacities to promote the production of more environmentally sustainable products, the subprogramme will help Governments and other public institutions from the regional to the local level to improve their capacities to design and implement policies, laws and management actions that promote the production of resource-efficient, non-hazardous and sustainable goods and services. In doing so, the subprogramme will emphasize a life cycle analysis approach as well as other relevant approaches and promote public-private partnerships and market-based instruments to create more sustainable supply chains. The subprogramme will support the design of enabling policy frameworks and economic instruments that promote resource efficiency and sustainable production and consumption. This will be done in the context of national development policies, with the aim to promote the implementation of multilateral environmental agreements. This will seek, inter alia, to advance integrated waste management, the prevention of environmental risks and recovery from industrial accidents;

(b) To promote public and private investment in environmentally sound technologies and sustainable products, the subprogramme will advise and support Governments and businesses in the selection and application of environmental management systems and safe and efficient production technologies, in integrated waste management and in the purchase of more resource-efficient and sustainable products and practices. The subprogramme will disseminate research findings and implement demonstration projects to illustrate the benefits of efficient, clean and safe industrial production methods, in environmental, economic and social terms, to stimulate public and private policies and investment choices for wider application of those methods;

(c) To promote sustainable consumption patterns, the subprogramme will disseminate, in accordance with national priorities, public communications materials and conduct educational and public awareness campaigns on the benefits of resource efficiency and sustainable consumption and production in order to influence the choices of consumers and better inform other market players. It will also provide guidelines and different kinds of tools, policy advice and support to domestic public authorities, in accordance with national priorities, to promote resource-efficient management and the purchase of sustainable products. The relevant activities will seek to promote sustainable consumption choices, inter alia by supporting appropriate social planning and infrastructure.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People

62/9	**Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster**
62/98	**Non-legally binding instrument on all types of forests**
62/208	**Triennial comprehensive policy review of operational activities for development of the United Nations system**
63/11	**Cooperation between the United Nations and the Black Sea Economic Cooperation Organization**
63/144	**Cooperation between the United Nations and the Economic Cooperation Organization**
63/267	**New Partnership for Africa's Development: progress in implementation and international support**
64/85	**Effects of atomic radiation**
64/86	**International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)**
64/130	**Policies and programmes involving youth**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/199	**Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States**
64/204	**Report of the Governing Council of the United Nations Environment Programme on its twenty-fifth session**
64/212	**Science and technology for development**
64/213	**Fourth United Nations Conference on the Least Developed Countries**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/217	**Women in development**
64/221	**South-South cooperation**
64/223	**Towards global partnerships**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
64/252	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)**

Governing Council decisions

SS.VI/1	**Malmö Ministerial Declaration**
SS.VII/5	**Enhancing civil society engagement in the work of the United Nations Environment Programme**
SS.VIII/1	**Implementation of decision SS.VII/1 on international environmental governance**
	III: Intergovernmental strategic plan for technology support and capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	**Sustainable development of the Arctic region**
SS.X/3	**Medium-term strategy for the period 2010-2013**
19/1	**Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme**
20/6	**Policy and advisory services of the United Nations Environment Programme in key areas of institution-building**
20/12	**Implementation of the environmental dimension of sustainable development within the United Nations system**
20/17	**Views of the Governing Council on the report of the Secretary-General on environment and human settlements**
20/27	**Support to Africa**
20/28	**Promoting interlinkages among global environmental issues and human needs**
20/33	**Stable, adequate and predictable funding for the United Nations Environment Programme**
20/39	**Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization**
21/18	**Implementation of the Malmö Ministerial Declaration**
21/20	**Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242**
21/24	**Policy and advisory services in key areas of institution-building**
22/7	**Engaging business and industry**
22/9	**Support to Africa**
22/10	**Poverty and the environment in Africa**
22/11	**Sustainable development of the Arctic**

22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environmental issues
	III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection

Subprogramme 1
Climate change

General Assembly resolutions

61/199	International cooperation to reduce the impact of the El Niño phenomenon
64/73	Protection of global climate for present and future generations of humankind
64/206	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
64/76	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
64/200	International Strategy for Disaster Reduction
64/251	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council decisions

22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessment
	V: Environmental situation in the Occupied Palestinian Territories
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
25/12	Environmental situation in the Gaza Strip

Subprogramme 3
Ecosystem management

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
64/71	Oceans and the law of the sea
64/72	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

64/198	**Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015**
64/205	**Sustainable mountain development**

Governing Council decisions

20/25	**Freshwater**
21/28	**Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements**
21/29	**Establishment of a regional seas programme for the Central-East Pacific region**
22/1	**Early warning, assessment and monitoring**
	II: Global assessment of the state of the marine environment
	III: World Conservation Monitoring Centre
22/2	**Water**
	I: Water policy and strategy of the United Nations Environment Programme
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional seas programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/5	**Enhancing the role of the United Nations Environment Programme on forest-related issues**
24/16	**Updated water policy and strategy of the United Nations Environment Programme**
	A: Freshwater
	B: Coasts, oceans and islands
25/10	**Intergovernmental science-policy platform on biodiversity and ecosystem services**

Subprogramme 4
Environmental governance

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/202	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/203	Convention on Biological Diversity

Governing Council decisions

SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
	II: Strengthening the scientific base of the United Nations Environment Programme
	V: Multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
SS.X/5	Global Environment Outlook: environment for development
20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements

22/1	Early warning, assessment and monitoring
	IA: Strengthening the scientific base of the United Nations Environment Programme
	IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/6	Keeping the world environmental situation under review
24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation

Subprogramme 5
Harmful substances and hazardous waste

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
SS.X/1	Chemicals management, including mercury and waste management
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management

I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations

24/4	**Prevention of illegal international trade**
25/5	**Chemicals management, including mercury**
25/8	**Waste management**

Subprogramme 6
Resource efficiency and sustainable consumption and production

General Assembly resolutions

60/190	**Global Code of Ethics for Tourism**
64/188	**International trade and development**

Governing Council decisions

20/19	**Contribution of the United Nations Environment Programme to the Commission on Sustainable Development at its seventh session**
	E: Changing production and consumption patterns
20/29	**Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services**
21/14	**Trade and environment**
22/6	**Promotion of sustainable consumption and production patterns**

Programme 12
Human settlements

Overall orientation

12.1 Responsibility for the human settlements programme within the United Nations system is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for its implementation. The mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, comprising "adequate shelter for all" and "sustainable human settlements development in an urbanizing world", which is an outcome of the United Nations Conference on Human Settlements (Habitat II). The mandate of the programme also derives from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; and resolution 32/162, in which the United Nations Centre for Human Settlements (Habitat) was established by the General Assembly. By resolution 56/206, the General Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme. UN-Habitat also derives its programme of work from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, in particular target 11 on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and target 10 on water and sanitation of the Johannesburg Plan of Implementation. These two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies and resolutions of the Governing Council of the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by the Committee of Permanent Representatives of UN-Habitat, which serves as a formal intersessional body.

12.2 The Governing Council of UN-Habitat, through its resolution 21/2, approved a six-year medium-term strategic and institutional plan for 2008-2013, and, in paragraph 3, endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan, and requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the plan, including the agreement of specific "SMART" indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the United Nations Human Settlements Programme's strategic framework and work programme and budget.

12.3 In line with the above-mentioned Governing Council decision, UN-Habitat undertook refinement of the plan by developing a comprehensive results framework which includes a SMART goal, strategic result, expected accomplishments and indicators of achievement as well as a strategy paper for each of the six focus areas of the plan. This process, which was supported by a results-based management expert, took eight months and was completed in April 2009.

12.4 By paragraph 6 of Governing Council resolution 22/7, the Council requested the Executive Director to ensure timely and close consultation with the Committee of Permanent Representatives during the preparation of a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012-2013, both aligned with the approved six-year medium-term strategic and institutional plan. The elements of the strategic framework for 2012-2013 are therefore derived from the refined results framework of the medium-term strategic and institutional plan.

12.5 An emphasis on results-based management will continue to shape the programme planning, performance management, learning and accountability of UN-Habitat. A midterm evaluation of the medium-term strategic and institutional plan will be undertaken in 2010, and depending on its outcome, this strategic framework may need to be revised to align it with the new realities and decisions. In that event, the provisions of General Assembly resolution 58/269 are expected to prevail. Strategic choices made in this biennium programme plan have been largely informed by lessons learned and best practices from the UN-Habitat programme performance report for the previous biennium, monitoring and evaluation reports, and inputs from strategic partners.

12.6 As indicated in the UN-Habitat flagship reports, cities are the habitat of half of humanity and, by 2050, 70 per cent of the world's population will reside in urban areas. Urban growth averages 5 million new urban residents per month in developing regions where many new mega-cities of 10 million and hypercities of 20 million will emerge. In developing countries, the result of this is the rapid growth of slums and informal settlements, whose population currently stands close to 1 billion, or 32 per cent of the world's urban population. Emerging data trends repeatedly indicate that the urban poor face inequitable and life-threatening conditions, poverty, environmental disasters and social crises. A key problem is that most of this rapid and uncontrolled urban growth is taking place in countries whose Governments are least able to cope with the provision of adequate housing, urban infrastructure and basic services. The main social effects of unplanned urbanization include inadequate housing, chaotic peri-urbanization, lack of basic services, especially safe drinking water and sanitation, lack of secure tenure, vulnerability to natural and human-made disasters and crime, uncertain employment, as well as social exclusion of the poor, vulnerable and other disadvantaged groups, including the disabled, youth and the elderly. The recent economic crisis has exacerbated urban poverty, accelerated unemployment and rapid expansion of the urban informal sector with its low-profit activities and a disproportionate concentration of women. The World Urban Forum noted the particular vulnerability of indigenous peoples to the effects of chaotic and unplanned urbanization. In spite of these challenges, it is increasingly accepted that urbanization is a positive phenomenon and a precondition for improving access to services, economic and social opportunities, and a better quality of life.

12.7 Climate change, one of the environmental challenges, most negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are neither adequately protected by construction and land use planning regulations, nor do they possess sufficient resources to improve their own lives. The nexus between rapid urbanization and climate change has multiple impacts on highly vulnerable groups, in particular women, young people, the elderly and the extremely poor. Climate change has negative impacts on health, threatens access to water and food security and increases the urban poor's vulnerability to flooding and landslides. In many developing countries, changes in agricultural productivity as a result of climate change-related weather patterns, as well as conflict over scarce resources, are pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, and to build the resilience necessary for effectively responding to climate change-related disasters.

12.8 In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners. Tackling urban poverty and social and physical exclusion by promoting and upholding the rights of all, especially women, youth, the disabled and other vulnerable and disadvantaged groups, to an adequate standard of living, including water and sanitation. Lessons from the fourth session of the World Urban Forum, held in 2008, stressed the need to put people at the centre of development and for balanced territorial development as important aspects of sustainable and harmonious urbanization, and that the provision of affordable housing is a strategic means to attaining the Millennium Declaration targets. In addressing the challenges posed by climate change, UN-Habitat has a comparative advantage, through its close and strong relationship with local authorities, to help cities to achieve more compact urban expansion; take stock of their renewable energy and green infrastructure potentials; identify and promote the use of appropriate green technology innovations, especially in the energy, construction and transport sectors; and integrate use of these innovations into planning and building regulations. These interventions, which facilitate mitigation and adaptation to climate change, will also stimulate a green economy that can create dynamic new industries, quality jobs and income growth. Urban planning, land use management, housing policy and basic infrastructure can significantly influence how cities mitigate and adapt to climate change.

12.9 Against this backdrop, the UN-Habitat six-year medium-term strategic and institutional plan lays the necessary conditions for concerted international and national efforts to stabilize the growth of slums and for the subsequent reduction in and reversal of the number of slum-dwellers. The plan outlines the five substantive focus areas, namely: (1) effective advocacy, monitoring and partnerships; (2) participatory urban planning, management and governance; (3) pro-poor land and housing; (4) environmentally sound basic infrastructure and affordable services; and (5) strengthened human settlements finance systems. The plan will continue to be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. Excellence in management, the sixth focus area of the plan, creates an enabling environment for the effective implementation of the five substantive focus areas. In particular, UN-Habitat is strengthening and mainstreaming the results-based management approach in order to enhance the organization's accountability, efficiency and effectiveness.

12.10 The activities of UN-Habitat for the period 2012-2013 constitute the final phase of the plan, as clearly articulated in the road map for the period 2010-2013. The period 2008-2009 constituted the kick-start phase, while the period 2010-2011 was the roll-out phase. The implementation process will be closely monitored and reported through biannual progress reports for the consideration of Member States. UN-Habitat will strive to achieve regional balance in the implementation of all programme and project activities and also facilitate the exchange of information and good/best practices, especially on a South-South basis.

12.11 The UN-Habitat programme of work will be implemented through four interlinked subprogrammes, namely: subprogramme 1, Shelter and sustainable human settlements development; subprogramme 2, Monitoring the Habitat Agenda; subprogramme 3, Regional and technical cooperation; and subprogramme 4, Human settlements financing. The subprogrammes work in close cooperation and collaboration through an integrative and synergetic approach that has subprogrammes leading in the implementation of some focus areas but contributing to all of them. This promotes internal cohesion, alignment and coherence, particularly through the enhanced normative and operational framework as reflected in the Habitat country programme documents, to which all subprogrammes contribute to the benefit of Member States. A strengthened programme review mechanism will mainstream results-based management, and reinforce internal cohesion and information sharing among different units in UN-Habitat.

12.12 With regard to gender integration, the organization's effort in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal right to own and inherit property and ensures security of tenure of property and housing. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with the UN-Habitat Gender Equality Action Plan. In-house, the Gender Mainstreaming Unit will work with all units, including through the programme review mechanism, to ensure that all interventions adopt a gender perspective.

12.13 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of specialized international assistance for post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations to deliver its planned global results. UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the public-private partnership, Habitat National Committees, academic and research institutions, and many other Habitat Agenda partners. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues, and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The sixth session of the World Urban Forum will take place in 2012.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: To improve urban planning, management and governance and access to land and housing at the national and local levels for sustainable urbanization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies, legislation and strategies support inclusive urban planning, management and governance	(a) (i) Extent to which sustainable urbanization principles are incorporated into policies, legislation and strategies in targeted countries with assistance from UN-Habitat, as evidenced by the number of countries that have partially or extensively incorporated principles of equity, economic and ecologic, into policies legislation and strategies in an integrated way (ii) Increased number of crisis-prone and post-crisis countries working with UN-Habitat, whose urban planning, management and governance policies, legislation and strategies incorporate urban risk and vulnerability-reduction measures
(b) Strengthened institutions promote sustainable urbanization	(b) Degree to which strengthened institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development, as evidenced by the number of strengthened institutions that are either fully or partially applying newly acquired tools and knowledge
(c) Cities implement inclusive urban planning, management and governance	(c) Increased number of cities effectively implementing inclusive urban planning, management and governance with assistance from UN-Habitat
(d) Improved land and housing policies implemented and increased security of tenure	(d) (i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing the above-mentioned policies

	(ii) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat
(e) Slum improvement and prevention policies under implementation	**(e) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies**

Strategy

12.14 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. Based on its comparative advantage and in line with the plan, the subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three focus areas, since they are all cross-cutting. This strategy, which is heavily informed by evidence-based best practices and lessons learned from experience, will make a substantive and progressive contribution towards the achievement of the Millennium Declaration and Johannesburg Plan of Implementation targets on slums and water and sanitation. The strategy for implementing the programme of work is as follows:

(a) With respect to the objective of improving inclusive urban planning, management and governance at the national and local levels, during the biennium, UN-Habitat will use three programmatic entry points (thematic challenges) to contribute towards the expected systemic results. These are: developing local capacities to mitigate and adapt to climate change; enhancing urban safety and the reduction of vulnerability to crime and natural and human-made hazards; and, promoting economic development. All the entry points will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(b) For achieving the objective relating to improved access to land and housing, the subprogramme will initiate systematic reforms to promote access to land and housing for all. The organization's approach to realizing access to land and housing for all will rely on three cross-cutting strategies, namely, knowledge management and advocacy; capacity-building at the global and regional levels; and, supporting implementation at the country or local level. Throughout this approach, issues of gender, as well as youth and other vulnerable and disadvantaged groups, will be mainstreamed. These strategies will be implemented in parallel and not in a linear approach. Knowledge and lessons learned, for example, will be reaped from existing successes and could thus be used in advocacy campaigns and capacity-building through the enhanced normative and operational framework. On the other hand, where tools do not exist, they will be developed, tested at the country level and then advocated for, translated into policy and used in capacity-building;

(c) Capacity-building will be undertaken at the global, national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institutional strengthening components;

(d) Engaging with crisis-affected countries (both conflict-related and natural disasters) is an important component of the human settlements programme. This work includes building the resilience of countries; assisting countries and cities to mitigate and adapt to crises, as well as work with settlements to recover from crisis. The engagement of UN-Habitat in crisis work is derived from the agency's Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework, which articulates pertinent aspects of the Habitat Agenda and the medium-term strategic and institutional plan in both crisis prevention and recovery;

(e) UN-Habitat will assume a catalytic role in implementing focus areas 2 and 3 by reinforcing existing partnerships, and establishing new strategic ones with United Nations system agencies, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective resources, infrastructure, expertise and the financial power to work with it;

(f) All interventions in the subprogramme will be implemented in line with the Gender Equality Action Plan and also taking into account the needs and involvement of youths. To enhance gender-sensitive interventions and policies, the programme will, as appropriate, conduct gender analysis on all projects in order to identify gender gaps and determine policies, as well as strategies for addressing them. Further, to enhance gender balance in programme participation and equitable access to programme benefits, as much as possible, all programme data will be disaggregated by gender. The programme will make efforts to create conditions that support women, and to ensure that programme interventions promote activities that increase women's empowerment and participation.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: To improve monitoring of progress towards the attainment of internationally agreed human settlements goals and targets and raise awareness of sustainable urbanization issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels	(a) (i) Upward trend in downloads of the *State of the World's Cities* report and the *Global Report on Human Settlements* from the UN-Habitat website

	(ii) Increased number of Government and Habitat Agenda partner institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes
(b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy	**(b) (i) Level of partners (by category) contributing to sustainable urbanization policy formulation and implementation with support from UN-Habitat, as evidenced by the number of partners contributing to policy formulation and implementation in sustainable urbanization**
	(ii) Increased number of youth groups participating in policy formulation and implementation in human settlements programmes
	(iii) Increased number of human settlements programmes that mainstream gender and promote women's empowerment
	(iv) Increased number of partnerships promoting gender equality in sustainable urbanization issues
(c) Monitoring of sustainable urbanization conditions and trends improved	**(c) (i) Increased number of local and national urban observatories producing evidence for policymaking and implementation with support from UN-Habitat**
	(ii) Degree to which local and national urban observatories adopt UN-Habitat urban indicator guidelines, as evidenced by the number of local and national observatories that have partially and fully adopted guidelines
(d) Improved awareness among Governments, and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development	**(d) (i) Upward trends in requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on urban economic development and finance systems**
	(ii) Increased number of requests from Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat

Strategy

12.15 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The Division is responsible for monitoring progress towards the attainment of the goals of the Habitat Agenda, and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation. The Division leads in the implementation of focus area 1 of the medium-term strategic and institutional plan, namely effective advocacy, monitoring and partnerships, but also contributes to all the other focus areas. The strategy to achieve the overall objective and expected accomplishments of the subprogramme includes: collection and analysis of evidence-based information, gender- and age-sensitive knowledge and statistics; policy dialogue; strategic partnerships; gender and youth empowerment, as well as communication and exchange of best practices, experience and tools. These strategy components are both normative and operational and are implemented at the global, regional, national and local levels, in line with the medium-term strategic and institutional plan's enhanced normative and operational framework. Working in close collaboration with Habitat Agenda partners, the Division will engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies, tools, experiences and enabling legislation, for assessing progress towards achieving the goals of UN-Habitat, especially on slums, security of tenure, safe drinking water and sanitation; and use of such data and information for policy formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies, strategies and tools on monitoring of urban conditions, local economic development and finance, urban-rural development linkages, urban poverty reduction, gender equality, women and youth empowerment, and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor and inclusive shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons, experiences and tools learned from best practices and field pilot projects on a North-South and South-South basis;

(e) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the two flagship reports, the *Global Report on Human Settlements* and the *State of the World's Cities*, and publications on human settlements finance systems and tools as well publications as in the global urban economic dialogue series;

(f) Through the "Opportunities Fund for Urban Youth-Led Development", UN-Habitat will utilize the small grant mechanism to catalyse its work with youth partners to go to scale. The strategy is to build upon the strengths and compensate for the weaknesses of youth organizations, whose strong connections lie in local knowledge of their communities, to support innovative projects with a strong entrepreneurial focus that impact on their lives and their communities;

(g) Providing leadership on matters related to UN-Habitat partners, as well as support partner engagement throughout the agency and particularly in four key

areas: civil society organizations, youth organizations, parliamentarians and the private sector;

(h) Enhancing gender sensitivity in interventions and policies by supporting gender mainstreaming and women's empowerment, and ensuring that all of the UN-Habitat data-collection tools and evidence-based information on human settlements conditions and trends disseminated is, as much as possible, disaggregated by gender and age.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To improve sustainable urbanization through the formulation and implementation of urban and housing policies, strategies and programmes primarily at the national and regional levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved sustainable urbanization policies from local to regional levels	(a) (i) Degree to which national Habitat forums working with UN-Habitat promote a coordinated approach to sustainable urbanization issues, as evidenced by the number of forums partially and fully promoting a coordinated approach on sustainable urbanization issues (ii) Increased number of national planning instruments, including United Nations Development Assistance Frameworks and poverty reduction strategies integrating sustainable urbanization issues with support from UN-Habitat
(b) Improved urban planning, management and governance at the national and local levels	(b) (i) Degree to which comprehensive urban planning, management and governance are promoted from the national level in targeted countries working in collaboration with UN-Habitat, as evidenced by the increased number of countries promoting comprehensive urban planning, management and governance (ii) Increased number of cities working with UN-Habitat, with improved capacity to apply urban planning, management and governance in post-crisis situations

(c) Improved access to land and housing	**(c) Increased number of cities promoting access to land and housing in targeted countries working with UN-Habitat, including those affected by crises**
(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population	**(d) Level of access to environmentally sound urban infrastructures and services, especially in post-crises countries supported by UN-Habitat, as evidenced by the number of unserved and underserved people with access to environmentally sound urban infrastructures and services**

Strategy

12.16 Responsibility for the subprogramme rests with the Regional and Technical Cooperation Division. The Division will not lead in the implementation of any one focus area, but will participate in the implementation of all five substantive focus areas of the medium-term strategic and institutional plan, at the country and regional levels through the enhanced normative and operational framework. To achieve the subprogramme's objective and the expected accomplishments, UN-Habitat will effectively combine normative and operational functions in line with the enhanced normative and operational framework. The normative functions include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. The operational activities, consisting of the provision of technical assistance in policy formulation, capacity-building programmes and demonstration project that support the normative work of UN-Habitat in developing countries and countries with economies in transition, will be implemented in line with the identified national priorities and approved United Nations reforms. The strategies to achieve the objective and expected accomplishments include:

(a) Strengthening the formulation and implementation of urban planning, management and governance and housing policies, strategies and programmes;

(b) Developing commensurate capacities at the regional, national and local levels in environmentally sound basic urban infrastructure services for the urban poor;

(c) Setting of standards, proposing of norms and principles and providing examples of good and best practices;

(d) National Habitat Programme Managers will support normative and operational activities at the country level, as well as coordinate the formulation of UN-Habitat country programme documents that inform engagement with Governments, United Nations country teams, United Nations development assistance frameworks, poverty reduction strategy processes and resource mobilization at the country level. Habitat Programme Managers will contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations development assistance frameworks, and other national development policy documents;

(e) Strengthened regional offices will coordinate activities carried out at the regional and country levels and contribute to knowledge management activities in close collaboration with all subprogrammes, including partnering with regional forums. They will also backstop operational activities at the country level and build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as required;

(f) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the flagship report series, the Regional State of the Cities Reports;

(g) Conducting gender-specific analysis on all interventions and policies, as appropriate, to ensure gender equality. Further, to ensure expanded and equitable access to programme benefits, efforts will be made to create conditions that support women's participation and ensure that programme interventions promote and support activities that increase women's empowerment.

Subprogramme 4
Human settlements financing

Objective of the Organization: To improve access to finance, institutional and policy arrangements for housing and basic infrastructure and services for the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	(a) (i) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat (ii) Increased percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with the service provided (iii) Increased percentage of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat
(b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services are met	(b) (i) Increased percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs (ii) Decreased percentage difference in the price of basic infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities working with UN-Habitat

(c) Increased investment in affordable and social housing stock and related infrastructure	**(c) (i) Increased value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities working with UN-Habitat** **(ii) Increased percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and or people with informal incomes** **(iii) Increased number of households with new or improved housing and infrastructure supported by UN-Habitat**
(d) Increase in activities in municipal finance and affordable housing finance	**(d) (i) Level of municipal finance sector activity, as evidenced by the amounts of funds leveraged, borrowed and invested by local municipalities in affordable housing and related infrastructure activities, and access to new forms of financing** **(ii) Level of affordable housing finance sector activity, as evidenced by the number of new affordable housing units built and infrastructure connections facilitated, availability of mortgage finance products and the number of developers targeting affordable housing** **(iii) Level of growth in borrower financial literacy programmes in the Local Finance Facility and the experimental reimbursable seeding operations project, as evidenced by number of new financial literacy programmes in countries implementing the above-mentioned Facility and project**

Strategy

12.17 Responsibility for subprogramme 4 rests with the Human Settlements Financing Division, which also serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division takes the lead in focus area 4, environmentally sound basic urban infrastructure and services, and on focus area 5, strengthening human settlements finance systems, as the principal areas of work while collaborating with and contributing to all other focus areas of the plan.

12.18 Largely informed by our past experience, a key strategy of subprogramme 4 is to mobilize local and international public funds, community savings and private sector capital to enable at a far greater scale investments in the sector generally, and in pro-poor housing, basic infrastructure and services. The strategy of the subprogramme will make a substantive and progressive contribution towards the achievement of the targets of the Millennium Declaration and Johannesburg Plan of Implementation on slums and water and sanitation. The strategy for subprogramme 4 will comprise the following elements:

(a) Strengthening the catalytic role of UN-Habitat, as called for by the medium-term strategic and institutional plan, by working with a range of partners and new arrangements to invest and leverage external financing in affordable housing, social housing (including subsidized housing and subsidized rental schemes) and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b) Expanding current revolving credit and local finance credit enhancement facilities providing start-up funds, catalytic credit enhancement and targeted technical assistance to communities, domestic banks, and microfinance institutions and municipalities for the purpose of building affordable and social housing finance and related infrastructure;

(c) Providing support to the Water for African Cities Programme, Water for Asian Cities Programme and Water for Latin America and Caribbean Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions. Focused on improving access for the urban poor to water supply and sanitation, these programmes and the replicable model-setting initiatives demonstrate innovative approaches on the ground in partnership with Governments, water and sanitation utilities and civil society, including community-based organizations. A key guiding principle for the programmes is pro-poor governance. The programmes also provide an operational link to normative work, such as that on the rights-based approach to water and sanitation, water demand management and Human Values-based Water Sanitation and Hygiene Education;

(d) Strengthening the Global Water Operators' Partnerships Alliance and supporting water operators' partnerships activities worldwide and regional water operators' partnerships platforms in sub-Saharan Africa, Asia and the Pacific, the Arab region, and Latin America and the Caribbean region in partnership with regional development banks and other substantive and financial partners;

(e) Promoting strategic partnerships among municipalities, private sector utility operators, financial institutions, and central Governments; and collaboration in designing infrastructure and housing investments with stakeholder beneficiaries, key among them being community organizations, women, youth and other vulnerable groups;

(f) Promoting sustainable transport, especially non-motorized transport, such as bicycles, bus lanes and other forms of mass transit and sustainable transport designed to encourage economic growth in urban areas benefiting all urban residents;

(g) Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum-electrification programmes, in anticipating partnership with financing analysis for programme implementation;

(h) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations system agencies and other relevant partners to link the normative, technical cooperation and catalytic funding activities of UN-Habitat with such institutions to leverage international and domestic capital for investment to achieve sustainable cities;

(i) Addressing the needs of individual borrowers for financial literacy training, of domestic banks for technical assistance in working with informal-income borrowers, of microfinance institutions in expanding into microfinance housing lending, and of community groups in developing viable housing and infrastructure improvement projects;

(j) Programmes in human settlements finance, and water and sanitation will be decentralized to regional offices to encourage the rapid transfer of knowledge and funding to local institutions and communities;

(k) The subprogramme will take into account the different needs and priorities of women, men and vulnerable groups in decision-making and implementation of programmes on human settlements financing, sustainable water and sanitation, infrastructure, slum upgrading, energy and transport and address the gender imbalances and inequalities in the provision of all these services at all levels. To enhance gender-sensitive interventions and policies, efforts will be made in all programmes to create conditions that support women, including capacity-building. Where appropriate, the subprogramme will conduct gender analysis on interventions, including policies.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields

57/275	**Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
58/217	**International Decade for Action, "Water for Life", 2005-2015**
58/269	**Strengthening of the United Nations: an agenda for further change**
60/1	**2005 World Summit Outcome (subprogrammes 1, 2 and 3)**
60/124	**Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)**
60/125	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)**
60/196	**Natural disasters and vulnerability (subprogrammes 1 and 3)**
61/131	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development**
61/200	**Natural disasters and vulnerability**
62/91	**Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster**
62/92	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development**
63/281	**Climate change and its possible security implications**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/136	**Cooperatives in social development**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/193	**Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)**
64/199	**Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States**
64/200	**International Strategy for Disaster Reduction**
64/206	**Promotion of new and renewable sources of energy**
64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**

64/213	**Fourth United Nations Conference on the Least Developed Countries**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	**Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration**
2003/62	**Coordinated implementation of the Habitat Agenda**
2005/48	**Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits**
2007/250	**Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements**
2009/238	**Human settlements**

Governing Council resolutions

19/5	**Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers**
19/6	**Water and sanitation in cities**
19/10	**Urban-rural linkages and sustainable urbanization**
19/13	**Enhancing the engagement of youth in the work of UN-Habitat**
19/16	**Women's role and rights in human settlements development and slum upgrading**
20/1	**Youth and human settlements**
20/6	**Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals**
20/7	**Gender equality in human settlements development**
20/10	**World Urban Forum**
21/1	**Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009**
21/2	**Medium-term strategic and institutional plan for 2008-2013**
21/9	**Women's land and property rights and access to finance**

22/4	Strengthening the development of urban young people

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/8	Guidelines on access to basic services for all

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
64/130	Policies and programmes involving youth
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolution

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
21/6	Urban youth development
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people
22/6	Habitat awards

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
64/129	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
63/229	Role of microcredit and microfinance in the eradication of poverty

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all

21/7	**Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing**
21/8	**Africa fund/financing mechanism on slum prevention and upgrading**
21/10	**Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure**
22/2	**Affordable housing finance**
22/8	**Guidelines on access to basic services for all**

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 The United Nations Office on Drugs and Crime (UNODC) works with Member States to enhance their responses to the intertwined problems of drug use, trafficking, global crime and terrorism by helping create and strengthen legislative, judicial and health systems to safeguard the most vulnerable persons in our society. The rule of law, security and justice go hand in hand with development and a fair, accessible, accountable, effective and credible criminal justice system promotes long-term socio-economic and human development. Global criminal activities are transforming the international system by posing an increasingly strategic threat to Governments, civil societies and economies. Global trafficking networks are likewise having a major impact on democracy and development and on business and finance.

13.2 The basis for countering such activities is the rule of law, which incorporates comprehensive legislation, a strong criminal justice approach and effective international cooperation in conformity with existing universal anti-terrorist instruments.

13.3 The policy directions of the United Nations Office on Drugs and Crime are grounded in: (a) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the universal legal instruments against terrorism in all its forms and manifestations; (b) the Millennium Declaration; (c) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and resolutions 45/179 and 46/185 C on the drug control programme; (d) the twentieth special session of the General Assembly on countering the world drug problem; (e) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (General Assembly resolution 55/59, annex), the related plans of action (General Assembly resolution 56/261, annex) and the Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice, adopted by the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (General Assembly resolution 60/177, annex); (f) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1); (g) Economic and Social Council resolutions 2007/12 and 2007/19; and (h) the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem adopted at the high-level segment of the Commission on Narcotic Drugs in March 2009.

13.4 The Office's work flows logically from these mandates and is reflected in its mission, which is "to contribute to the achievement of security and justice for all by making the world safer from drugs, crime and terrorism" (E/CN.7/2007/14-E/CN.15/2007/5).

13.5 Development is a key to reducing crime as well as the world's supply of drugs. However, the rule of law, security and justice go hand in hand with development. A fair, accessible, accountable, effective and credible criminal justice system promotes long-term socio-economic and human development, and acts as a shield against the effects of crime, trafficking, corruption and instability. Development and the rule of law promote the licit use of resources rather than their criminal abuse: trafficking in human beings, drugs and firearms and the smuggling of migrants.

13.6 In implementing its strategy for the period 2008-2011 (E/CN.7/2007/14-E/CN.15/2007/5) over the biennium 2008-2009, the Office has responded to the growing demand for its services by establishing a strongly integrated mode of programme planning and implementation. In particular, by building on the normative and technical skills of its staff, the Office has realigned its work to ensure continuity between the normative and operational/technical assistance aspects. This new approach focuses on leveraging the Office's scarce technical resources to provide greater volume and quality of services in the field. Notably, this approach deepens the engagement with a wide cross-section of stakeholders from Member States, including academic, technical, political and civil society actors. Also, it should be noted that this process of realignment is a dynamic and ongoing one, and as such any imbalances in terms of resources reflect an evolutionary stage in the development of the Office.

13.7 In summary, the aims of this new approach are: (a) full "ownership" by partner countries through alignment with regional and/or national policies and priorities; (b) an integrated framework linking the normative and operational aspects of the Office's work providing know-how and expertise at the global, regional and national levels; (c) a move from a project-based approach to a "programme approach"; and (d) strengthened cooperation and planning with other United Nations entities and other multilateral donors.

13.8 Accordingly, in order to enhance the Office's effectiveness, accountability and control, the structure of the programme for the biennium 2012-2013 is reorganized into six thematic subprogrammes and one subprogramme that provides support to policymaking organs.

13.9 Each subprogramme falls within the current three-division organizational structure, which allows for the leveraging of complementarities and synergies between divisions and field operations, as thematic experts of the Office will perform both normative and operational work.

13.10 In pursuing its objectives, the United Nations Office on Drugs and Crime will make every effort to integrate a gender perspective. Furthermore, the Office is updating its technical assistance planning documents to ensure the collection of gender-disaggregated data.

Subprogramme 1
Countering transnational organized crime and illicit trafficking, including drug trafficking

Objective of the Organization: To promote effective responses to crime, drugs and terrorism by facilitating the implementation at the normative and operational levels of relevant international legal instruments

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member States ratify the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto and enact domestic legislation in line with these instruments	(a) (i) Increased number of States parties ratifying the United Nations Convention against Transnational Organized Crime, drawing on the assistance of UNODC
	(ii) Increased number of Member States ratifying the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, drawing on the assistance of UNODC
	(iii) Increased number of States parties ratifying the United Nations Protocol against Smuggling of Migrants, drawing on the assistance of UNODC
	(iv) Increased number of States parties ratifying the United Nations Protocol against Illicit Manufacturing and Trafficking in Firearms, Their Parts and Components and Ammunition, drawing on the assistance of UNODC
	(v) Increased number of Member States adopting domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, drawing on the assistance of UNODC
(b) Member States are equipped to take effective action against transnational organized crime, including: drug trafficking; money-laundering; trafficking in persons; smuggling of migrants; illicit manufacturing and trafficking of firearms; and emerging policy issues as mentioned in General Assembly resolution 64/179	(b) (i) Increased number of countries receiving assistance from UNODC that develop and implement strategies and policies to prevent and combat transnational organized crime
	(ii) Increased number of countries receiving assistance from UNODC that build capacity to combat the trafficking of illicit drugs

(iii) Increased number of legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC

(iv) Increased number of strategies and policies, to prevent and combat human trafficking and the smuggling of migrants, developed by countries in receipt of assistance from UNODC

(v) Increased number of strategies and policies, to prevent and combat the illicit manufacturing and trafficking of firearms, developed in countries in receipt of assistance from UNODC

(vi) Increased number of strategies and policies, to prevent and combat money-laundering, confiscation of assets and financing of terrorism, developed by countries in receipt of assistance from UNODC

(vii) Increased number of regional initiatives developed through cooperation agreements brokered and/or supported by UNODC

(viii) Increased number of Member States that have received training by UNODC on international judicial cooperation in criminal matters

Strategy

13.11 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by pursuing a multipronged strategy for an effective international regime against organized crime and trafficking, consisting mainly of:

(a) Promoting the ratification and implementation of the international instruments on drugs, organized crime and the protocols against trafficking in persons, smuggling of migrants and firearms, especially by providing policy advice at the global, regional and national levels, legal advisory and legislative support services, and technical assistance to strengthen the criminal justice system; protecting the rights of victims and witnesses of crime and smuggled migrants; preventing crime; and facilitating international cooperation;

(b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies;

(c) Performing secretariat functions for the Conference of the States Parties to the Convention against Transnational Organized Crime and the Protocols thereto, as well as for the established working groups of the Conference of the States Parties;

(d) Coordinating and collaborating with other relevant actors, especially the institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels, emphasizing combating organized crime and drug trafficking and trafficking in persons and firearms;

(e) Providing technical assistance including training to Member States, upon request, to enhance national justice systems through various forms of technical cooperation to combat organized crime and trafficking, including trafficking in persons, smuggling of migrants and of firearms;

(f) Developing and disseminating manuals, toolkits, reports and issue papers to combat organized crime and trafficking, including trafficking in persons, smuggling of migrants and of firearms;

(g) Promoting the further development, as well as the use and application, of United Nations standards and norms in crime prevention and criminal justice, with a view to facilitating policy elaboration and application, particularly by emphasizing a holistic approach to the strengthening of criminal justice systems.

Subprogramme 2
Countering corruption

Objective of the Organization: To prevent and combat corruption, in line with the United Nations Convention against Corruption

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Member States to prevent and fight corruption in line with the United Nations Convention against Corruption	(a) Increased number of countries receiving national-level capacity-building assistance in corruption prevention, upon request of Member States
(b) Enhanced decision-making and policy direction by the Conference of the States Parties to the Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice	(b) (i) Number of country review reports finalized through the Convention against Corruption implementation review mechanism (ii) Percentage of Member States participating in the Conference of the States Parties to the Convention against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat

	(iii) Percentage of Member States participating in the Twelfth United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat technical and substantive services provided by the Secretariat (iv) More technical cooperation given by UNODC, upon request of Member States
(c) Improved capacity of Member States to implement the United Nations Convention against Corruption and to address economic fraud and identity-related crime	(c) (i) Number of States parties ratifying and/or acceding to the United Nations Convention against Corruption following assistance by UNODC (ii) Number of national anti-corruption strategies and/or action plans developed (iii) Number of countries drafting and/or revising domestic legislation to incorporate provisions of the Convention against Corruption with assistance from UNODC

Strategy

13.12 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The strategy for achieving the objective will include:

(a) Promoting the ratification and implementation of the United Nations Convention against Corruption, especially by providing policy advice at the global, regional and national levels, legal advisory, legislative and related institutional capacity-building support services and training, and facilitating transfer of related expertise;

(b) Providing assistance to Member States, upon request, to enhance the capacity of national competent authorities through various forms of technical cooperation, including knowledge transfer, training and advisory services;

(c) Promoting international cooperation among countries, especially in extradition, mutual legal assistance and asset recovery, with regard to corruption;

(d) Developing and disseminating manuals, toolkits and training materials on corruption-related issues;

(e) Increasing public awareness of issues related to corruption;

(f) Producing data and analyses on corruption patterns and typologies, as a basis on which to formulate adequate policies against corruption;

(g) Coordinating and monitoring the follow-up and implementation of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies, including promoting and implementing the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice to be held in Salvador, Brazil, in April 2010;

(h) Performing secretariat functions for the Conference of the States Parties to the Convention against Corruption and its subsidiary bodies;

(i) Coordinating, collaborating and developing partnerships with other relevant actors, especially the institutes comprising the United Nations crime prevention and criminal justice network, intergovernmental organizations at the international, regional and subregional levels and the private sector.

Subprogramme 3
Terrorism prevention and combating

Objective of the Organization: To ensure that a functional criminal justice regime against terrorism is implemented by countries in accordance with the rule of law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Member States to prevent terrorism in accordance with the rule of law	(a) Number of countries receiving national-level capacity-building assistance in terrorism prevention and combating
(b) Improved capacity of Member States to implement the international conventions and protocols related to the prevention and suppression of terrorism, as well as relevant Security Council resolutions, in pursuance of the Global Counter-Terrorism Strategy of the United Nations	(b) (i) Increased number of criminal justice officials trained on the implementation of the international conventions and protocols relating to terrorism
	(ii) Increased number (cumulative since 2003) of ratifications of the international conventions and protocols related to terrorism by countries that received counter-terrorism technical assistance from UNODC
	(iii) Increased number (cumulative since 2003) of countries revising domestic counter-terrorism legislation, drawing on the assistance of UNODC

Strategy

13.13 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by pursuing a multipronged strategy for strengthening Member States' criminal justice responses to terrorism, by drawing from the Office's specialized technical competence in crime prevention, criminal justice, rule of law and drug control issues, which consists mainly of:

(a) Strengthening the capacity of national criminal justice systems to apply counter-terrorism legislation in conformity with the rule of law and in pursuance of

the United Nations Global Counter-Terrorism Strategy and the relevant Security Council resolutions by providing sustained, long-term and in-depth assistance and by cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate as well as with the Counter-Terrorism Implementation Task Force and its participating entities;

(b) Continuing to promote becoming party to and implementing the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations, especially by providing policy advice, as well as legal advisory, legislative and related institutional capacity-building support services and training and facilitating the transfer of specialized knowledge, such as in maritime terrorism, financing of terrorism and use of the Internet for terrorism purposes;

(c) Promoting international cooperation in criminal matters related to terrorism, especially with regard to extradition and mutual legal assistance;

(d) Promoting capacity-building in Member States in support of victims of terrorism in accordance with relevant national legislation;

(e) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions of the governing bodies, including promoting and implementing the outcome of the United Nations Congress on Crime Prevention and Criminal Justice;

(f) Coordinating and collaborating with other relevant actors, as appropriate, including at the international, regional and subregional levels.

Subprogramme 4
Justice

Objective of the Organization: To strengthen the rule of law through the prevention of crime and the promotion of fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of Member States to develop and maintain fair, humane and accountable domestic criminal justice systems in accordance with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments	**(a) (i) Increased number of criminal justice reform initiatives undertaken in countries in receipt of assistance from UNODC** **(ii) Increased number of countries utilizing tools, manuals and training materials for improving criminal justice procedures and practices** **(iii) Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC**

(b) Improved capacity of Member States to prevent crime in accordance with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments	**(b) (i) Increased number of countries in receipt of assistance from UNODC developing, adopting and implementing strategies and programmes for crime prevention, particularly in the area of urban crime and violence prevention** **(ii) Increased number of countries utilizing tools, manuals and training materials for developing, adopting and implementing strategies and programmes for crime prevention, particularly in the area of urban crime and violence prevention**

Strategy

13.14 Substantive responsibility for the subprogramme is vested in the Division for Operations. The objective of the subprogramme will be achieved by pursuing a multipronged strategy for effective action to promote crime prevention and criminal justice reform, consisting mainly of:

(a) Promoting the further development, as well as the use and application, of United Nations standards and norms in crime prevention and criminal justice, with a view to facilitating policy elaboration and application, in particular by emphasizing a holistic approach to the strengthening of criminal justice systems;

(b) Strengthening the capacity of national criminal justice systems to apply relevant United Nations standards and norms in crime prevention and criminal justice;

(c) Providing assistance to Member States, upon request, to enhance national justice systems through various forms of technical cooperation, including knowledge transfer and training, advisory services and equipment, focusing in particular on capacity-building on crime prevention and criminal justice reform;

(d) Developing and disseminating manuals, toolkits and training materials;

(e) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the governing bodies, including promoting and implementing the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice;

(f) Providing technical and substantive support to the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly;

(g) Coordinating and collaborating with other relevant actors, especially institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels.

Subprogramme 5
Health and livelihoods (combating drugs and HIV)

Objective of the Organization: To sustainably reduce the vulnerability to drug use, drug dependence, HIV/AIDS and illicit crop cultivation of individuals in the community, in prison settings and among individuals who might be or have been trafficked

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased implementation at the national level of evidence-based services related to drug use in the community	(a) (i) Increased number of countries in receipt of assistance from UNODC that are implementing evidence-based drug use prevention interventions in line with principles of effectiveness (ii) Increased number of countries in receipt of assistance from UNODC that are implementing interventions on drug dependence treatment, rehabilitation and social reintegration in line with principles of effectiveness (iii) Increased number of countries that have developed, adopted and implemented strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users
(b) Individuals living in prison settings being less vulnerable to drug use and HIV/AIDS	(b) (i) Number of countries assisted by UNODC that have established and/or scaled up legislation, strategies, training and awareness-raising in relation to drug dependence in the criminal justice system, upon the request of the Member State (ii) Number of countries assisted by UNODC that have developed, adopted and implemented HIV/AIDS prevention, treatment, care and support policies and programmes integrated in a recovery-oriented continuum of care in the criminal justice system, upon the request of the Member State
(c) Individuals who might be or have been trafficked being less vulnerable to drug use and HIV/AIDS	(c) Increased number of countries that have developed, adopted and implemented strategies and programmes on drug use and HIV/AIDS as related to human trafficking

(d) Improved capacity of Member States to design, implement, monitor and evaluate sustainable crop control strategies through alternative development or preventive alternative development as well as to provide sustainable livelihoods to populations vulnerable to drug dependence and crime as a result of social and economic marginalization	(d) (i) Increased number of Member States that have developed and implemented sustainable illicit crop control strategies concurrent with national development programmes (ii) Number of Member States assisted by UNODC that have made available relevant basic social and economic services to populations vulnerable to drug dependence and crime (iii) Number of Member States that have incorporated environmental conservation programmes addressing illegal logging and wildlife poaching into sustainable crop control strategies

Strategy

13.15 Substantive responsibility for the subprogramme is vested in the Division for Operations. The objective of the subprogramme will be achieved by pursuing a multipronged strategy consisting mainly of:

(a) Provision of assistance to Member States, upon request, to enhance national justice systems and policies and programmes in relation to health and sustainable livelihoods through various forms of technical cooperation, including knowledge transfer and training, advisory services and equipment, focusing in particular on capacity-building in drug control and crime prevention, with special attention to the impact of drug- and crime-related problems on the population;

(b) Development and dissemination of manuals, toolkits and training materials;

(c) Development of partnerships to optimize the scope of interventions.

Subprogramme 6
Research and trend analysis

Objective of the Organization: To ensure effective international community response to drugs, crime and terrorism based on sound understanding and knowledge of thematic and cross-thematic trends

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community	(a) (i) Increased number of research publications downloaded from the UNODC website (ii) Increased number of references to research publications of UNODC

	(iii) Increased number of downloads of online statistical data provided by UNODC
(b) Improved scientific and forensic capacity of Member States to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making	**(b) (i) Increased percentage of institutions in receipt of assistance from UNODC reporting enhanced scientific and forensic capacity** **(ii) Increased number of laboratories participating actively in the international collaborative exercise** **(iii) Increased percentage of laboratories in receipt of assistance from UNODC reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses**

Strategy

13.16 Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The objectives will be achieved by focused interventions in the following main substantive areas:

(a) Providing timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific manifestations of crime;

(b) Expanding the evidence base for policymaking;

(c) Providing guidance and expert advice to drug-testing laboratories and forensic institutions;

(d) Increasing the number of data elements in the central database on drugs and crime.

Subprogramme 7
Policy support

Objective of the Organization: To facilitate policy and operational responses on issues related to drug control, crime prevention and criminal justice and the work of the International Narcotics Control Board

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced decision-making and policy direction by the Commission on Narcotic Drugs and its subsidiary bodies, and by the Commission on Crime Prevention and Criminal Justice	(a) (i) Number of members of the extended bureaux of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat

	(ii) Thematic programmes reviewed and endorsed by the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
(b) Enhanced quality of services provided for implementation of the work of the International Narcotics Control Board	(b) Increased number of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board
(c) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(c) Increased number of unique visitors to the website of UNODC
(d) Increased support for national drug control, crime prevention and criminal justice activities	(d) Increased number of partnership and funding agreements with Governments, foundations, non-governmental organizations and private sector entities
(e) More activities to mobilize resources to meet this objective	(e) Increased number of donations

Strategy

13.17 Substantive responsibility for implementation of the subprogramme lies with the Division for Policy Analysis and Public Affairs. The objective will be achieved by:

(a) Providing technical and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly;

(b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the treaty-based organs and governing bodies, including promoting and implementing the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice;

(c) Assisting the International Narcotics Control Board to monitor and foster compliance by Governments with the international drug control treaties;

(d) Developing normative results-based management frameworks for programming purposes;

(e) Conducting policy dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;

(f) Reaching out to civil society, non-governmental organizations and international media;

(g) Carrying out targeted advocacy and communication activities, with emphasis on key stakeholders in the substantive areas, such as drugs, corruption, human trafficking and smuggling of migrants;

(h) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

Convention on Offences and Certain Other Acts Committed on Board Aircraft (1963)

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

General Assembly resolutions

46/152	**Creation of an effective United Nations crime prevention and criminal justice programme**
52/86	**Crime prevention and criminal justice measures to eliminate violence against women**
S-20/2	**Political Declaration**
S-20/3	**Declaration on the Guiding Principles of Drug Demand Reduction**
S-20/4	**Measures to enhance international cooperation to counter the world drug problem**
53/112	**Mutual assistance and international cooperation in criminal matters**
55/2	**United Nations Millennium Declaration**
55/59	**Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century**
56/95	**Follow-up to the outcome of the Millennium Summit**
56/119	**Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders**

57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/174	International cooperation against the world drug problem
58/136	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention
58/137	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
58/138	Preparations for the Eleventh United Nations Congress on Crime Prevention and Criminal Justice
58/139	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
58/140	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
58/141	International cooperation against the world drug problem
59/160	Control of cultivation of and trafficking in cannabis
59/290	International Convention for the Suppression of Acts of Nuclear Terrorism
60/1	2005 World Summit Outcome
60/43	Measures to eliminate international terrorism
60/175	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
60/177	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (annex)
60/178	International cooperation against the world drug problem
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan
60/207	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
61/179	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims

61/181	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity**
61/182	**United Nations African Institute for the Prevention of Crime and the Treatment of Offenders**
61/252	**Questions relating to the programme budget for the biennium 2006-2007 (sect. XI, Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body)**
62/173	**Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice**
62/174	**United Nations African Institute for the Prevention of Crime and the Treatment of Offenders**
62/175	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity**
63/193	**Preparations for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice**
63/195	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity**
63/196	**United Nations African Institute for the Prevention of Crime and the Treatment of Offenders**
63/197	**International cooperation against the world drug problem**
64/179	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity**
64/180	**Preparations for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice**
64/181	**United Nations African Institute for the Prevention of Crime and the Treatment of Offenders**
64/182	**International cooperation against the world drug problem**

Economic and Social Council resolutions and decisions

1992/1	**Establishment of the Commission on Crime Prevention and Criminal Justice**
1997/27	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme with regard to the development of crime statistics and the operations of criminal justice systems**

1999/24	Action to promote cooperation and the functioning of the clearing house on international projects in the field of crime prevention and criminal justice
1999/25	Effective crime prevention
1999/27	Penal reform
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/11	Action to promote effective community-based crime prevention
2001/12	Illicit trafficking in protected species of wild flora and fauna
Decision 2001/240	Report of the Commission on Crime Prevention and Criminal Justice on its tenth session and provisional agenda and documentation for the eleventh session of the Commission
Decision 2001/241	Report of the Commission on Narcotic Drugs on its forty-fourth session and provisional agenda and documentation for the forty-fifth session of the Commission
Decision 2001/243	Functioning of the Commission on Narcotic Drugs and duration of its forty-fifth session
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/13	Action to promote effective crime prevention
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
Decision 2002/238	Report of the Commission on Crime Prevention and Criminal Justice on its eleventh session, provisional agenda and documentation for its twelfth session, and organization of work and themes for its future sessions
Decision 2002/240	Report of the Commission on Narcotic Drugs on its forty-fifth session and provisional agenda and documentation for the forty-sixth session of the Commission
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/26	Prevention of urban crime

2003/27	**Illicit trafficking in protected species of wild flora and fauna**
2003/28	**International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims**
2003/29	**Prevention of crimes that infringe on the cultural heritage of peoples in the form of movable property**
2003/30	**United Nations standards and norms in crime prevention and criminal justice**
2003/31	**Functioning of the Commission on Crime Prevention and Criminal Justice**
Decision 2003/233	**Report of the Commission on Crime Prevention and Criminal Justice on its twelfth session and provisional agenda and documentation for its thirteenth session**
Decision 2003/235	**Report of the Commission on Narcotic Drugs on its forty-sixth session and provisional agenda and documentation for the forty-seventh session of the Commission**
2004/25	**The rule of law and development: strengthening the rule of law and the reform of criminal justice institutions, with emphasis on technical assistance, including in post-conflict reconstruction**
2004/26	**International cooperation in the prevention, investigation, prosecution and punishment of fraud, the criminal misuse and falsification of identity and related crimes**
2004/27	**Guidelines on justice for child victims and witnesses of crime**
2004/28	**United Nations standards and norms in crime prevention and criminal justice**
2004/29	**Strengthening international cooperation and technical assistance in combating money-laundering**
2004/31	**Prevention of urban crime**
2004/32	**Implementation of technical assistance projects in Africa by the United Nations Office on Drugs and Crime**
2004/34	**Protection against trafficking in cultural property**
2004/35	**Combating the spread of HIV/AIDS in criminal justice pre-trial and correctional facilities**
2004/39	**Drug control and related crime prevention assistance for countries emerging from conflict**
Decision 2004/242	**Report of the Commission on Crime Prevention and Criminal Justice on its thirteenth session and provisional agenda and documentation for its fourteenth session**

Decision 2004/244	**Report of the Commission on Narcotic Drugs on its forty-seventh session and provisional agenda and documentation for the forty-eighth session of the Commission**
2005/14	**Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988**
2005/16	**Action against transnational organized crime: protection of witnesses**
2005/17	**International cooperation in the fight against transnational organized crime**
2005/18	**Action against corruption: assistance to States in capacity-building with a view to facilitating the entry into force and subsequent implementation of the United Nations Convention against Corruption**
2005/19	**Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the United Nations Office on Drugs and Crime**
2005/20	**Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime**
2005/21	**Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform**
2005/22	**Action to promote effective crime prevention**
2005/23	**Strengthening reporting on crime**
2005/27	**International assistance to States affected by the transit of illicit drugs**
2005/28	**Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe**
Decision 2005/247	**Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty**
Decision 2005/248	**Round table for Africa: crime and drugs as impediments to security and development in Africa: strengthening the rule of law**
Decision 2005/249	**Report of the Commission on Crime Prevention and Criminal Justice on its fourteenth session and provisional agenda and documentation for its fifteenth session**

Decision 2005/250	Report of the Commission on Narcotic Drugs on its forty-eighth session and provisional agenda and documentation for the forty-ninth session of the Commission
2006/20	United Nations standards and norms in crime prevention
2006/21	Implementation of the Programme of Action, 2006-2010, on strengthening the rule of law and the criminal justice systems in Africa
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
2006/23	Strengthening basic principles of judicial conduct
2006/24	International cooperation in the fight against corruption
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
2006/26	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice
2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/28	International Permanent Observatory on Security Measures during Major Events
2006/29	Crime prevention and criminal justice responses to violence against women and girls
Decision 2006/239	Report of the Commission on Crime Prevention and Criminal Justice on its fifteenth session and provisional agenda and documentation for its sixteenth session
Decision 2006/241	Report of the Commission on Narcotic Drugs on its forty-ninth session and provisional agenda and documentation for the fiftieth session of the Commission
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2007/10	Improvement of drug abuse data collection by Member States in order to enhance data reliability and the comparability of information provided
2007/11	Support to the counter-narcotic measures and programmes of Afghanistan
2007/12	Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime

2007/19	Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime
2007/20	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2007/22	Strengthening basic principles of judicial conduct
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
Decision 2007/242	Report of the Commission on Narcotic Drugs on its fiftieth session and provisional agenda and documentation for the fifty-first session of the Commission
Decision 2007/251	Report of the Commission on Crime Prevention and Criminal Justice on its sixteenth session and provisional agenda and documentation for its seventeenth session
2008/23	Protection against trafficking in cultural property
2008/24	Strengthening prevention of urban crime: an integrated approach
2008/25	International cooperation in preventing and combating illicit international trafficking in forest products, including timber, wildlife and other forest biological resources
2008/26	Promoting sustainability and integrality in alternative development as an important part of drug control strategy in States where illicit crops are grown to produce drugs
2008/27	Provision of international assistance to the most affected States neighbouring Afghanistan
Decision 2008/245	Report of the Commission on Crime Prevention and Criminal Justice on its seventeenth session and provisional agenda and documentation for its eighteenth session
Decision 2008/247	Report of the Commission on Narcotic Drugs on its fifty-first session and provisional agenda and documentation for the fifty-second session of the Commission
2009/21	Technical assistance for implementing the international conventions and protocols related to terrorism

2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/24	International cooperation to prevent, combat and eliminate kidnapping and to provide assistance to victims of kidnapping
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
Decision 2009/246	Report of the Commission on Crime Prevention and Criminal Justice on its eighteenth session and provisional agenda and documentation for its nineteenth session
Decision 2009/248	Report of the Commission on Narcotic Drugs on its fifty-second session and provisional agenda and documentation for the fifty-third session of the Commission
Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice

Commission on Narcotic Drugs resolutions

42/4	Guidelines for reporting by Governments on the implementation of the Global Programme of Action and on the progress achieved in meeting the goals and targets for the years 2003 and 2008, as set out in the Political Declaration adopted by the General Assembly at its twentieth special session
43/2	Follow-up to the Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction
43/3	Enhancing assistance to drug abusers
43/6	Illicit cultivation
43/9	Control of precursor chemicals
43/10	Promotion of regional and international cooperation in the fight against the illicit manufacture, trafficking and consumption of synthetic drugs, in particular amphetamine-type stimulants

44/2	**First biennial report of the Executive Director on the progress achieved by Governments in meeting the goals and targets for the years 2003 and 2008 set out in the Political Declaration adopted by the General Assembly at its twentieth special session, devoted to countering the world drug problem together**
44/14	**Measures to promote the exchange of information on new patterns of drug use and on substances consumed**
45/1	**Human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse**
45/13	**Optimizing systems for collecting information and identifying the best practices to counter the demand for illicit drugs**
45/14	**The role of alternative development in drug control and development cooperation**
46/1	**Renewing emphasis on demand reduction prevention and treatment efforts in compliance with the international drug control treaties**
46/2	**Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse**
47/1	**Optimizing integrated drug information systems**
47/3	**Strengthening the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as one of its governing bodies**
47/5	**Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation**
47/6	**Effective controlled delivery**
48/1	**Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions**
48/2	**Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body**
48/6	**Women and substance use**
48/8	**Application of research in practice**
48/9	**Strengthening alternative development as an important drug control strategy and establishing alternative development as a cross-cutting issue**

48/11	**Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz**
48/12	**Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems**
48/13	**Outline for 2006-2007 for the Fund of the United Nations International Drug Control Programme**
48/14	**Final budget for the biennium 2004-2005 and initial budget for the biennium 2006-2007 for the Fund of the United Nations International Drug Control Programme**
49/1	**Collection and use of complementary drug-related data and expertise to support the global assessment by Member States of the implementation of the declarations and measures adopted by the General Assembly at its twentieth special session**
49/2	**Recognizing the contribution of civil society in global efforts to address the drug problem in the context of reporting on the goals and targets for 2008 set by the General Assembly at its twentieth special session**
49/3	**Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs**
49/4	**Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users**
49/5	**Paris Pact initiative**
50/1	**Follow-up to the Second Ministerial Conference on Drug Trafficking Routes from Afghanistan**
50/2	**Provisions regarding travellers under medical treatment with internationally controlled drugs**
50/3	**Responding to the threat posed by the abuse and diversion of ketamine**
50/4	**Improving the quality and performance of drug analysis laboratories**
50/5	**Identifying sources of precursors used in illicit drug manufacture**
50/6	**Promoting collaboration on the prevention of diversion of precursors**

50/7	**Strengthening the security of import and export documents relating to controlled substances**
50/8	**Strengthening international support for Haiti in combating the drug problem**
50/9	**Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis**
50/10	**Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances**
50/11	**International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet**
50/12	**Measures to meet the goal of establishing by 2009 the progress achieved in implementing the declarations and measures adopted by the General Assembly at its twentieth special session**
50/13	**Budget outline for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme**
50/14	**Budget for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme**
Decision 50/1	**Inclusion of oripavine in Schedule I of the Single Convention on Narcotic Drugs of 1961 and that Convention as amended by the 1972 Protocol**
Decision 50/2	**Review of dronabinol and its stereoisomers**
51/1	**Follow-up to the Second Ministerial Conference on Drug Trafficking Routes from Afghanistan**
51/2	**The consequences of cannabis use: refocusing prevention, education and treatment efforts for young people**
51/3	**Early detection of drug use cases by health- and social-care providers by applying the principles of interview screening and brief intervention approaches to interrupt drug use progression and, when appropriate, linking people to treatment for substance abuse**
51/4	**Preparations for the high-level segment of the fifty-second session of the Commission on Narcotic Drugs, relating to the follow-up to the twentieth special session of the General Assembly**
51/5	**Strengthening cross-border cooperation in the area of drug control**
51/6	**Combating the illicit cultivation of and trafficking in cannabis**
51/7	**Assistance to States affected by the transit of illicit drugs**

51/8	Marking the centennial of the convening of the International Opium Commission
51/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
51/10	Strengthening international cooperation for the control of precursor chemicals used in the manufacture of synthetic drugs
51/11	Links between illicit drug trafficking and illicit firearms trafficking
51/12	Strengthening cooperation between the United Nations Office on Drugs and Crime and other United Nations entities for the promotion of human rights in the implementation of the international drug control treaties
51/13	Responding to the threat posed by the distribution of internationally controlled drugs on the unregulated market
51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
51/15	Control of international movement of poppy seeds obtained from illicitly grown opium poppy plants
51/16	Sharing of information regarding the use of non-scheduled substances as substitutes for scheduled substances frequently used in the illicit manufacture of narcotic drugs and psychotropic substances and new methods of manufacture of illicit drugs
51/17	Reducing the demand for and abuse of cannabis
51/18	Strengthening international support for States in West Africa in their efforts to combat drug trafficking
Decision 51/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
52/1	Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
52/2	Strengthening the law enforcement capacity of the main transit States neighbouring Afghanistan, based on the principle of shared responsibility
52/3	International support to States in East Africa in their efforts to combat drug trafficking
52/4	Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking
52/5	Exploration of all aspects related to the use of cannabis seeds for illicit purposes

52/6	**Promoting best practices and lessons learned for the sustainability and integrality of alternative development programmes**
52/7	**Proposal concerning quality evaluation of the performance of drug analysis laboratories**
52/8	**Use of pharmaceutical technology to counter drug-facilitated sexual assault ("date rape")**
52/9	**Strengthening measures against the laundering of assets derived from drug trafficking and related offences**
52/10	**Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking**
52/11	**Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean**
52/12	**Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem**
52/13	**Improving the governance and financial situation of the United Nations Office on Drugs and Crime**
52/14	**Budget for the biennium 2010-2011 for the Fund of the United Nations International Drug Control Programme**

Commission on Narcotic Drugs

Joint Ministerial Statement and further measures to implement the action plans emanating from the twentieth special session of the General Assembly, adopted at the ministerial segment of the forty-sixth session of the Commission on Narcotic Drugs, held on 16 and 17 April 2003

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, adopted at the high-level segment of the fifty-second session of the Commission on Narcotic Drugs, held on 11 and 12 March 2009 and subsequently adopted by the General Assembly in its resolution 64/182

Commission on Crime Prevention and Criminal Justice resolutions

1/1	**Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme**
4/1	**Succession of States in respect of international treaties on combating various manifestations of crime**

7/1	**Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme**
9/1	**Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme**
16/1	**International cooperation in preventing and combating illicit international trafficking in forest products, including timber, wildlife and other forest biological resources**
16/2	**Effective crime prevention and criminal justice responses to combat sexual exploitation of children**
16/3	**Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body**
16/4	**Budget outline for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund**
16/5	**Third World Summit of Attorneys General, Prosecutors General and Chief Prosecutors**
16/6	**Budget for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund**
Decision 16/1	**Global initiative to fight human trafficking**
Decision 16/2	**Global Initiative to Fight Human Trafficking**
17/1	**Efforts in the fight against trafficking in persons**
17/2	**Strengthening the rule of law through improved integrity and capacity of prosecution services**
Decision 17/1	**Strengthening crime prevention and criminal justice responses to violence against women and girls**
Decision 17/2	**Improving the governance and financial situation of the United Nations Office on Drugs and Crime**
18/1	**Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings**
18/2	**Civilian private security services: their role, oversight and contribution to crime prevention and community safety**
18/3	**Improving the governance and financial situation of the United Nations Office on Drugs and Crime**
18/4	**Fourth World Summit of Attorneys General, Prosecutors General and Chief Prosecutors**

18/5	**Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean**
18/6	**Budget for the biennium 2010-2011 for the United Nations Crime Prevention and Criminal Justice Fund**
Decision 18/1	**Guidelines for the thematic discussions of the Commission on Crime Prevention and Criminal Justice**
Decision 18/2	**Additional documents on improving the governance and financial situation of the United Nations Office on Drugs and Crime**

Programme 14

Economic and social development in Africa

Overall orientation

14.1 The overall objective of the programme is to assist African countries in formulating and implementing the policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD), and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements.

14.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX) of ECA. Further mandates and guidance have emanated from the African Union and the outcomes and decisions of global conferences, including the 2005 World Summit Outcome.

14.3 Poverty reduction remains the overriding development challenge in Africa. The majority of African countries continue to face deep and widespread poverty despite the significant economic and social progress made in recent years. The global financial crisis has hampered growth in the region, with dire consequences for African countries to reduce poverty. The financial crisis has also compounded the impact of the recent food and fuel crises, placing the achievement of the Millennium Development Goals at risk and jeopardizing Africa's long-term economic and social development. At current rates of growth, Africa remains the only continent not on track to meet the Millennium Development Goal of halving poverty by 2015. This situation is made worse by conflicts, natural disasters resulting from climate change, and the HIV/AIDS pandemic — that continue to undermine economic growth in many African countries.

14.4 In order to address these and other emerging development challenges, African countries need to formulate and implement appropriate policies and programmes to achieve and sustain economic growth for poverty reduction and equitable development. In line with its mandate of promoting the economic and social development of Africa, ECA will respond to these challenges by scaling up efforts in support of achieving the internationally agreed development goals, including the Millennium Development Goals and the priorities of NEPAD.

14.5 The overall strategy of the ECA programme will continue to be organized around two main pillars: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting Africa's special needs and emerging global challenges. ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities, eliminate inconsistencies and sharpen the focus in areas that have acquired new urgency. The subprogrammes are focused on the following themes: macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; trade, economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

14.6 In order to facilitate further convergence of thematic issues and sectoral priorities in support of attainment of the internationally agreed development goals, including the Millennium Development Goals and the NEPAD objectives, the ECA repositioning (in line with lessons learned thus far) has been appropriately fine-tuned through clustering together of the related areas of work and developing enhanced synergies, coherence and complementarities between the respective units. Accordingly, focus has been increased on important sectors such as: climate change; intra-Africa and international trade and globalization; financing for development; and social development. Furthermore, the areas in which complementarities exist between current programme 9, United Nations support for the New Partnership for Africa's Development and programme 14, Economic and social development in Africa have been clearly identified in order to enhance future programme performance reporting and budgeting. This resulting realignment is fully in line with the overall mandate of ECA of promoting the economic and social development of Africa and also responds well to other relevant mandates at the global and regional levels such as the Copenhagen Accord, the outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development, and the outcomes of 2009 ECA Conference of Ministers.

14.7 The modalities for implementation will include a combination of knowledge-generation, sharing and networking; advocacy and consensus-building; and advisory services and technical cooperation. ECA delivers these services through economic and social analyses and the preparation of reports to monitor and track Africa's progress on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and capacity-building (technical assistance, group training/ workshops/seminars, and field projects) to disseminate best practices. A gender perspective will also continue to be mainstreamed across all the subprogrammes as reflected in this programme plan.

14.8 In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To that end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank (AfDB) and other regional organizations, as well as with African civil society and private sector organizations. Inter-agency coordination and collaboration among United Nations system agencies working in Africa will be strengthened through the regional consultation meetings of those agencies convened by ECA in support of the priorities of NEPAD.

14.9 The programme is under the responsibility of ECA and its five subregional offices, as well as the African Institute for Economic Development and Planning (IDEP). At the end of the plan period, it is expected that the programme will have contributed to strengthening capacity in member States individually and collectively for effective policy formulation and implementation to address the development challenges that they confront, with particular emphasis on poverty reduction.

Subprogramme 1
Macroeconomic analysis, finance and economic development

Objective of the Organization: To promote policies, strategies and programmes for high-level and gender-sensitive sustainable growth, employment creation and poverty eradication within the context of the Millennium Development Goals, NEPAD and other internationally agreed development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved design, implementation and monitoring of sound macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals, by member States	(a) Increased number of member States that apply macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals in their design, implementation and monitoring of such policies
(b) Increased capacity of member States to mobilize domestic and external resources for development	(b) Increased number of measures and initiatives taken by African countries to mobilize development financing
(c) Enhanced regional and national capacity to design, implement and monitor economic and social policies and programmes for achieving the Millennium Development Goals, with particular emphasis on the least developed countries	(c) Increased number of regional and national policymaking bodies that apply lessons learned in designing, implementing and monitoring social and economic policies

Strategy

14.10 The responsibility for implementing the subprogramme lies with the Economic Development and NEPAD Division. The major challenge for policymakers in member States is to speed up the process of achieving the targets set out in the United Nations Millennium Declaration. An important element in that respect is the capacity of African countries to design appropriate national and regional strategies and programmes to achieve high-level sustained growth and create employment in order to accelerate the process of poverty reduction. The subprogramme will focus on applied research, knowledge-sharing and the provision of advisory services and policy recommendations to member States with a view to addressing the challenges of achieving increased economic growth for sustainable development. The issues to be dealt with will include macroeconomic, social and sectoral policy issues; accelerating the achievement of the Millennium Development Goals, supporting African least developed countries; and the mobilization of resources to promote investment and industry for development, including South-South cooperation. In that context, the strategy will focus in particular on addressing the needs of least developed countries, small island States and landlocked developing countries in Africa in line with the goals and targets of the Brussels and Almaty Programmes of Action. The subprogramme will intensify its work on

African Learning Group on the Poverty Reduction Strategy Papers and address other emerging initiatives as well as provide support to the implementation of NEPAD. In the context of the objective, collaboration with other partners, particularly in the implementation of NEPAD, the Millennium Development Goals, the Monterrey Consensus and the Brussels Programme of Action, will be enhanced. Collaboration with other leading African institutions, especially the African Union and its NEPAD Programme, AfDB, research institutions, universities, private sector, civil society and other United Nations organizations, will be enhanced. Cooperation with the regional economic communities will also be strengthened so as to enhance their capacity for better macroeconomic and sectoral policy coordination.

Subprogramme 2
Food security and sustainable development

Objective of the Organization: To promote food security and sustainable development including addressing the challenge of climate change in Africa in accordance with the priorities of the African Union and its NEPAD programme, and the Johannesburg Plan of Implementation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity and engagement at the national, subregional and regional levels to develop and implement appropriate policies, strategies and programmes for achieving food security and sustainable development	(a) Increased number of subregional and regional partnership agreements and technical cooperation programmes to develop and implement policies, strategies and programmes that achieve food security and sustainable development
(b) Improved capacity of member States to mainstream climate change into development policies, strategies and programmes	(b) Increased number of member States assisted by the subprogramme that mainstream climate change into development frameworks and policies

Strategy

14.11 The responsibility for the subprogramme lies with the Food Security and Sustainable Development Division. In response to the sustainable development challenges in Africa identified in the 2005 World Summit Outcome, the Johannesburg Plan of Implementation and the African Union/NEPAD strategic framework, the strategy of the subprogramme will continue to emphasize policies and strategies for structural agricultural transformation and food security within a perspective of regional cooperation and integration, with a particular focus on land, water, forests, urban-rural linkages, human settlements and climate change. It will also address other cross-cutting issues such as poverty and gender equity.

14.12 The strategy will also consist of policy analysis, advocacy and knowledge networking, advisory services and technical assistance. In this connection, the subprogramme will contribute to the monitoring and assessment of progress in the areas of food security and sustainable development in support of the implementation of the relevant outcomes of the World Summit on Sustainable Development. The subprogramme will seek to promote stronger collaboration with African regional and subregional organizations, in particular the African Union Commission, AfDB and the regional economic communities. Partnerships with Departments of the Secretariat such as the Department of Economic and Social Affairs and other United Nations entities, including the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme, the United Nations Development Programme (UNDP), the United Nations Human Settlements Programme, the International Fund for Agricultural Development, the United Nations Industrial Development Organization, the World Food Programme, the United Nations Forum on Forests, and secretariats of various multilateral environment agreements, as well as with the private sector and relevant civil society organizations, will be pursued with a view to harnessing maximum synergies in programme implementation and outreach.

Subprogramme 3
Governance and public administration

Objective of the Organization: To strengthen compliance with good governance practices for all sectors of society, and development of the private sector in support of the African Peer Review Mechanism and NEPAD processes and in the context of internationally agreed development targets, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacities of African countries to comply with good governance practices, in support of the African Union and its NEPAD and Africa Peer Review Mechanism programmes	(a) Increased number of member States applying the appropriate good governance best practices and policies
(b) Improved capacity of African public institutions to meet obligations of transparency, accountability, efficiency and reliability	(b) Increased number of African public institutions adopting/applying appropriate methods and instruments in their performance
(c) Enhanced engagement of civil society and the private sector in governance environments and democratization of the related processes	(c) Increased number of member States adopting appropriate mechanisms and regulatory frameworks for enhancing the participation of non-State actors

Strategy

14.13 The responsibility for implementing the subprogramme lies with the Governance and Public Administration Division. Despite the progress made by many African countries towards good governance, the benefit remains fragile as a result of persistent poverty and conflicts. The challenge therefore is to ensure that Africa's strides towards good governance are sustained through a focus on building a capable State — one that is endowed with transparent, participatory and accountable political and economic systems to consolidate the foundations for sustainable development. The strategy will focus on enhancing efficient and participatory public sector management, developing the private sector and promoting civil society participation. To that end, it will focus its intervention and efforts on the following areas: political governance practices and systems, including public sector reforms; providing support to build capacity through improving governance system and enhancing public administrations with particular focus on assisting post-conflict countries and fragile States; promoting measures for combating corruption and strengthening institutions of good governance; promoting popular participation by enhancing the capacity of civil society and the private sector; and strengthening private sector development through the promotion of investment opportunities and building capacity to support the development of small and medium-sized enterprises. As a strategic partner in the African Peer Review Mechanism process, the subprogramme will scale up its assistance to member States in the implementation of the Mechanism, particularly in the building and maintenance of a credible database of relevant information.

14.14 The strategy will include the following: analytical work, policy advisory services, training and technical assistance to member States and regional institutions. The strategy will also contribute to enhancing public financial management and accountability in order to attract more investment as well as enhance private growth and development, including small and medium-sized enterprises. The subprogramme's technical cooperation includes field projects such as: monitoring and assessing progress towards good governance; and building the capacity of key governance public institutions and civil society organizations. The subprogramme will also strengthen its partnership with other offices of the Secretariat, organizations and institutions, including the African Union, AfDB, UNDP, the Department of Economic and Social Affairs, the regional economic communities, academic institutions, business community organizations and civil society organizations.

Subprogramme 4
Information and science and technology for development

Objective of the Organization: To increase the adaptation and application of appropriate and integrated information, science, technology and innovations to enable Africa's integration into the knowledge economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication, geoinformation and science, technology, and innovation (STI) policies and strategies	(a) Increased number of countries that have formulated, implemented, evaluated and/or revised their integrated information and communications technology (ICT), geoinformation and science and technology policies and plans
(b) Enhanced capacity of member States to nurture and harness ICTs, geoinformation, science, technology and innovation for development applications at the national, subregional and regional levels	(b) (i) Increased number of national, subregional and regional initiatives, including pilot programmes and knowledge networks to harness innovation for development (ii) Increased utilization of information and knowledge resources and e-applications developed at the national, regional and global levels

Strategy

14.15 The responsibility for implementing the subprogramme lies with the Information and Communications Technology and Science and Technology Division. Appropriate investment in and the use of ICT, and STI is essential for achieving socio-economic transformation in Africa, especially in the prevailing economic climate, where globalization has brought about a more competitive environment. This new competitive environment has fuelled the growth of knowledge-intensive production arising from increasing scientific and technological interactions and the need for innovation, especially during this period when countries are striving to recover from the global financial crisis.

14.16 Advocacy and consensus-building still remain vital to the achievement of subprogramme objectives. This will continue to be undertaken through the Committee on Development Information and Science and Technology. The subprogramme will also monitor the World Summit on the Information Society outcomes, including the Geneva Plan of Action and the deployment and contribution of ICTs to growth in member States.

14.17 In support of the aforementioned, the subprogramme will continue supporting gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for the knowledge economy through formulation, implementation and evaluation of national, subregional and regional ICT, geoinformation and science and technology policies and strategies. Research and development activities on selected emerging issues and topics of importance to member States will be reviewed, and advocated to member States and the regional economic communities. It will strengthen its support to collaborative research activities in key areas of importance to the African knowledge economy and promote research and scientific observatories for better policy analysis and evidence. Existing knowledge networks will be strengthened and new ones established to provide a forum for policy dialogue and sharing of national experiences and best practices on policies, strategies and the implementation of e-applications.

14.18 Specific activities aimed at harnessing science and innovation includes support to member States and the regional economic communities through the implementation of the African Innovation Framework, including capacity-building workshops and seminars.

14.19 Through its e-applications activities, the subprogramme will develop appropriate electronic, geotechnology and space technology applications in building the African digital economy, as well as provide the necessary input to enhance performance in various socio-economic sectors. As a result, the Information Technology Centre for Africa, and geographic information system applications will be developed to enhance Africa's knowledge economy, supported by training materials, databases and other information resources and applications to demonstrate the use of innovations and technologies to practical scenarios. Activities in this area will include the continuation of ICT and STI literacy enhancement programmes for various levels of policymakers (parliamentarians, women's groups, civil society organizations, etc); and fostering the development of national geoinformation policies, plans and applications.

14.20 The subprogramme will continue working in close collaboration with subregional offices, African regional centres of excellence (the Regional Centre for Mapping and Resources for Development, the Regional Centre for Training in Aerospace Surveys, the African Organization of Cartography and Remote-Sensing), and other organizations within and outside the United Nations system (the United Nations Geographic Information Working Group, the United Nations Office for Outer Space Affairs, GEO, the Global Monitoring for Environment and Security, etc.) as well as with other key stakeholders, including civil society, the private sector, women, youth organizations, media, academia/research institutions and other knowledge networks.

Subprogramme 5
Trade, economic cooperation and regional integration

Objective of the Organization: To foster free-trade areas, common markets and monetary unions within the regional economic communities that accelerate subregional and regional economic and physical integration in line with the vision and priorities of the African Union and NEPAD

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased harmonization and implementation of policies and programmes in the areas of trade and market integration, physical integration, and free movement of people and goods between and across the regional economic communities	(a) (i) Increased number of countries that have joined free-trade areas between and across the regional economic communities and fully implemented protocols on the free movement of people, and on physical integration
	(ii) Increased number of policies and programmes that have been harmonized and implemented by member States
(b) Enhanced capacity for harmonization and convergence of policies and programmes in the areas of monetary and financial integration across the regional economic communities	(b) (i) Increased number of regional economic communities that have achieved monetary and financial integration either in terms of single currency or partial currency convertibility
	(ii) Increased harmonization and convergence of policies and programmes across the regional economic communities
(c) Enhanced capacity of member States to mainstream and integrate trade policies in national and regional development strategies that lead to effective participation in bilateral, regional and multilateral trade and trade negotiations	(c) (i) Increased number of African countries that participate effectively in bilateral, regional and multilateral trade agreements
	(ii) Increased number of policies negotiated and proposed by African countries in multilateral, bilateral and regional trade negotiations

(iii) Increased number of national and regional development strategies mainstreamed and integrated for effective trade

Strategy

14.21 The responsibility for implementing the subprogramme lies with the Regional Integration, Infrastructure and Trade Division. The African regional economic communities, which constitute the building blocks for the continent's integration, are making progress in advancing the integration agenda within their respective subregions. In that connection, regional economic communities such as the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC) have decided to establish a common free-trade area among them, while pursuing efforts to become monetary unions latest by 2018. In the same vein, ECOWAS, the Community of Sahelo-Saharan States (CEN-SAD) and the Arab Maghreb Union, which have considerable overlapping membership, would like to pursue a similar objective of creating a single free-trade area. There is therefore the need to strengthen the capacity of African countries to design appropriate national and regional trade strategies and programmes so as to help them to reap the benefits of globalization. To achieve these goals, there is also a need to strengthen infrastructure development and their related services on the continent through the continental Programme of Infrastructure Development in Africa.

14.22 To these ends, the subprogramme will focus on: promoting intra-African trade, monetary and financial cooperation within and between the regional economic communities as well as strengthening regional cooperation and integration. The subprogramme will support ongoing efforts of the African Union and the regional economic communities to consolidate free-trade areas and customs union towards achieving the African Economic Community. The subprogramme will therefore also focus on issues such as: sectoral and trade policies, including the adjustment costs of trade reforms, in particular those occasioned by bilateral (e.g., economic partnership agreements), regional and international trade agreements (e.g., the Doha Round of trade negotiations); addressing supply-side constraints and implementation of Aid for Trade; policies and mechanisms for harnessing benefits of South-South cooperation in trade. Gender will remain a cross-cutting issue in these activities. In addition, the subprogramme will build on its existing strong collaboration with other actors with respect to United Nations mandates (e.g., in the Millennium Declaration, the Brussels Programme of Action and the Monterrey Consensus). It will also increase its participation in South-South cooperation frameworks. The subprogramme will also continue to provide technical, analytical and advisory support to the regional economic communities through various means, including the multi-year programmes of assistance, in order to reach the desired expected accomplishments. The subprogramme will be engaged in activities that support the areas of infrastructure and natural resources development with particular emphasis on transport, energy and mining, taking into account the special needs of landlocked countries in the context of the Almaty Programme of Action as well as issues related to safety and security. In addition, the subprogramme will strengthen its collaboration with other partners and stakeholders in order to enhance resource mobilization for financing infrastructure development and other regional public goods. Collaboration with other ECA Divisions and subregional offices will be strengthened and focused on activities supporting the deepening of regional integration within the regional economic communities so as to accelerate the process of the African continental common market of goods and services.

Subprogramme 6

Gender and women in development

Objective of the Organization: To promote gender equality and women's advancement in accelerating the implementation of commitments under the 15-year reviews of the implementation of the Programme of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action, the Millennium Summit and the NEPAD frameworks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies	(a) (i) Increased number of national institutions intergovernmental bodies applying appropriate policies and integrating gender and social dimensions in development processes
	(ii) Increased number of member States able to adopt or implement appropriate development plans integrating population and gender issues as agreed in outcomes of the 15-year reviews of the implementation of the Programme of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action
(b) Enhanced capacity of member States and intergovernmental bodies to mainstream gender and human rights concerns into policies and programmes developed	(b) Increased number of national institutions and intergovernmental bodies making use of or applying the knowledge generated through the African Gender and Development Index, gender-aware economic modelling, the African Women Rights Observatory and other appropriate instruments and forums

Strategy

14.23 The responsibility for implementing the subprogramme lies with the African Centre for Gender and Social Development, whose vision is a continent where every person irrespective of sex, race, ethnicity, age, disability, location and religion enjoys high quality of life and lives with dignity, freedom and equality and where the human rights of people are respected and are fully protected under the law.

14.24 Internally, the strategy would strive to strengthen synergy and linkages between subprogramme 6, Gender and women in development, and subprogramme 10, Social development, and establish more linkages with other ECA Divisions and subregional offices, as One-ECA in joint planning, resource mobilization and programme delivery. The Centre will continue to enhance collaboration with the African Union Commission, regional economic communities, and AfDB, the United Nations system partners through the regional consultative mechanisms and the Regional Directors' Team, donors, civil society organizations and networks to support the implementation of programmes.

14.25 During the meeting of the Committee on Women and Development, held on 16 and 17 November 2009, the subprogramme on gender and women in development was commended for its support to the national machineries of gender in Africa, and the Committee encouraged ECA to ensure continuity and up-scaling of previous interventions. In line with that recommendation, during the biennium 2012-2013, the subprogramme will build on, scale up and strengthen ongoing activities as well as promote consensus-building and policy dialogue on gender equality and women's empowerment using the human rights-based approach.

Subprogramme 7
Subregional activities for development

14.26 The five ECA subregional offices, with which responsibility lies for implementation of the components of the subprogramme, are located in: for North Africa, Rabat; for West Africa, Niamey; for Central Africa, Yaoundé; for East Africa, Kigali; and for Southern Africa, Lusaka. Coordination of the subregional offices rests with the Office of the Executive Secretary of ECA.

(a) Component 1: subregional activities in North Africa

Objective of the Organization: To strengthen regional integration in the North African subregion, with particular focus on its member States' socio-economic development priorities, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key	(a) (i) Increased number of common policy frameworks and strategies formulated and adopted in the priority areas (ii) Increased number of member States and the Union and other

subregional integration priorities in North Africa	intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement
(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations system agencies, AfDB and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective regional economic communities and other partners at the subregional and country levels
	(ii) Increased number of projects for which resources are jointly mobilized with the regional economic communities in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for North Africa

Strategy

14.27 The responsibility for implementing this component lies with the subregional office for North Africa located in Rabat, which provides coverage for the following seven countries: Algeria, Egypt, the Libyan Arab Jamahiriya, Mauritania, Morocco, the Sudan and Tunisia. The strategy will focus on providing greater technical support to member States and the regional economic communities to improve their capacities for regional integration, particularly in areas of priority to North Africa. Assistance will be provided to the Arab Maghreb Union in the formulation and implementation of multi-year collaborative programmes to enable it to implement the NEPAD framework as well as the internationally agreed development goals, including the Millennium Development Goals. During the biennium, the subregional office will finalize the implementation of the second multi-year plan (2010-2012) with the Arab Maghreb Union and launch the third multi-year plan (2013-2015).

14.28 Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices and lessons learned to the member States and their organizations, in particular by the use of communities of practice. Collaboration with the Science and Technology Division will continue providing technical assistance to the regional economic communities on the harmonization of the legal framework for the knowledge economy and society. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to North Africa and to focus on policy advocacy for integration. To attain these goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of

ECA. The subregional office will also work closely with other stakeholders, such as the private sector, universities and civil society, as well as the regional intergovernmental organizations, including the NEPAD secretariat and AfDB. To ensure a high level of quality of its services, evaluation of its impact on its clients, including questionnaires, will be systematically used in all the activities of the office.

(b) Component 2: subregional activities in West Africa

Objective of the Organization: To strengthen regional integration in the subregion, within the overall framework of NEPAD, meeting international development goals, including the Millennium Development Goals, in the context of Africa's special needs, subregional priorities (ECOWAS vision-2020) and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, ECOWAS, the West African Economic and Monetary Union, the Mano River Union and other intergovernmental and civil society organizations to formulate and implement macroeconomic and sectoral policies and programmes, including gender mainstreaming	(a) Increased number of common policy measures adopted and implemented by member States, the intergovernmental organizations and non-governmental organizations, as reflected in their strategic documents and programmes
(b) Improved networking among key stakeholders involved in the development agenda, including member States, intergovernmental organizations, regional economic communities, civil society organizations, United Nations country teams, and other subregional entities	(b) Increased number of joint undertakings with ECOWAS in the context of the multi-year programme and the 20/20 vision
(c) Strengthened capacity of regional economic communities and member States to formulate and implement policies related to conflict resolution and post-conflict reconstruction	(c) Increased number of related policies formulated by the member States and regional economic communities in the subregion

Strategy

14.29 This component of the subprogramme will be implemented by the ECA/subregional office for West Africa, which provides coverage for the following 15 countries: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone, and Togo. The strategy will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to West Africa. Assistance will be provided to the West African regional economic communities to formulate and implement collaborative programmes in line with the NEPAD framework as well as with the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to West Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with the regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

14.30 In particular, the office will strengthen the implementation of the multi-year programme with the ECOWAS Commission as that Commission deepens its reform. The office will use this collaborative arrangement as an entry point and a model to expand cooperation to other intergovernmental organizations in the West African subregion.

14.31 Specifically, the implementation strategy will be articulated around:

(a) Fostering policy dialogue on development policies in the West African subregion;

(b) Establishment and strengthening of policy dialogue platforms and forums at the subregional levels.

(c) Component 3: subregional activities in Central Africa

Objective of the Organization: To strengthen regional integration in the Central African subregion within the overall framework of NEPAD, the Millennium Development Goals and other emerging global challenges, in the context of Africa's special needs, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the respective regional economic communities, namely, the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and to address key emerging subregional integration priorities in Central Africa	(a) (i) Increased number of macroeconomic and sectoral policies formulated and/or implemented in the subregion (ii) Increased number of member States, regional economic communities and other intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement
(b) Strengthened capacity of the Central African regional economic communities and their specialized institutions to operationalize their compensation and development community funds for the implementation of integration projects	(b) (i) Increased number of rules harmonized and implemented towards a single common market in Central Africa (ii) Increased number of subregional economic communities and specialized institutions operationalizing appropriate regional funds and integration projects

(c) Strengthened capacity of the regional economic communities and member States to formulate policies related to post-conflict recovery	**(c) Increased number of appropriate policies formulated by the member States and regional economic communities in Central Africa**

Strategy

14.32 The responsibility for implementing this component lies with the subregional office for Central Africa, located in Yaoundé, which provides coverage for the following countries: the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon, and Sao Tome and Principe. The strategy will focus on providing greater technical support to member States and the Central African regional economic communities with a view to improving their capacities for economic analysis, including sectoral development and regional integration, particularly in areas of priority to Central Africa. The subregional office will ensure that development issues are adequately addressed in intergovernmental debate. The office will keep on being an active advocate for the regional integration process in Central Africa as well as for the socio-economic and sectoral development of the subregion. Assistance will be provided to the regional economic communities and their specialized institutions to operationalize their compensation and development community funds for the implementation of integration projects as well as to implement the Central African Consensual Master Plan on Transport, realize and consolidate one common market in Central Africa. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating good practices to member States and their organizations.

14.33 The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to Central Africa, including post-conflict recovery. The strategy will also include close consultation with the regional economic communities, especially through the elaboration of the multi-year programme and the use of coordination mechanisms set up at the country and subregional levels. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including AfDB, the African Union Commission, the NEPAD secretariat, the Central Africa States Development Bank and the Central Africa States Bank.

(d) Component 4: subregional activities in East Africa

Objective of the Organization: To strengthen the regional integration in the subregion within the overall framework of NEPAD, meeting international development goals, including the Millennium Development Goals, in the context of Africa's special needs, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the member States, the regional economic communities and the intergovernmental organizations in the formulation and implementation of macroeconomic and sectoral policies and programmes, and to domesticate and mainstream regional integration processes, instruments and decisions into national policy, legal and regulatory frameworks	(a) (i) Increased number of common policy measures adopted and implemented by the member States, the regional economic communities and intergovernmental organizations in the subregion
	(ii) Increased number of member States, regional economic communities and other intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement
(b) Enhanced platforms for advocacy and knowledge-sharing, experiences and practices, building consensus and a common Eastern Africa voice and position regarding development agenda and subregional priorities	(b) Increased number of platforms and forums for networking and policy dialogue regarding development agenda and subregional priorities
(c) Increased capacity of the regional economic communities and other intergovernmental organizations, namely the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes States, the Indian Ocean Commission and the International Conference of the Great Lakes Region through improved partnerships to deepen regional integration in East Africa	(c) Increased number of programmes and projects jointly undertaken with the regional economic communities, intergovernmental organizations and other stakeholders to deepen regional integration at the subregional and country levels

Strategy

14.34 The responsibility for implementing the subprogramme lies with the subregional office for East Africa, located in Kigali, and provides coverage for the following 13 countries: Burundi, Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Uganda and the United Republic of Tanzania. In fulfilment of its objectives and expected accomplishments, the subprogramme will accompany and support regional integration and cooperation in the subregion; monitor the status of regional integration in East Africa (e.g., the Regional Integration Observatory); undertake policy analysis to sharpen regional integration processes; help the harmonization and standardization of policies, laws and regulations as well as procedures; and facilitate business processes to reduce transaction costs. Furthermore, the subprogramme will develop capacity and foster institutional support to the regional economic communities and intergovernmental organizations as well as member States.

(e) Component 5: subregional activities in Southern Africa

Objective of the Organization: To strengthen regional integration in the Southern Africa subregion within the overall framework of NEPAD, the Millennium Development Goals and other emerging global challenges, in the context subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, SADC and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa; and achievement of the Millennium Development Goals	(a) Increased number of common policy frameworks and strategies formulated and adopted in these areas
(b) Strengthened capacity of SADC to implement multi-year programmes and COMESA, EAC and SADC the agreed-upon tripartite programme through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, AfDB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective regional economic communities and other partners at the subregional and country levels (ii) Increased number of projects for which resources are jointly mobilized with regional economic communities in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, SADC, the private sector, civil society and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for Southern Africa

Strategy

14.35 The responsibility for implementing this component lies with the subregional office for Southern Africa, located in Lusaka, which provides coverage for the following countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. The strategy will focus on providing greater technical support to member States and to SADC with a view to improving their capacities for regional integration, particularly in areas of priority to Southern Africa. Assistance will be provided in formulating and implementing multi-year collaborative programmes so as to enable it to implement the NEPAD framework and the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to Southern Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities in the subregion. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

Subprogramme 8
Development planning and administration

Objective of the Organization: To improve public sector management with respect to economic policy and development planning and analysis of the African Governments and other associated development actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ECA member States to share experiences and adopt new approaches and address emerging issues regarding macroeconomic policy and analysis	(a) (i) Increased number of countries adopting new approaches in policy formulation and analysis and appropriate measures, in line with ECA/IDEP recommendations (ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis
(b) Strengthened capacity and sharing of best practices and experiences among member States to adopt development planning (including local area development) policies and approaches	(b) (i) Increased number of countries and subregions (within countries) adopting policies and measures or implementing activities in the area of development planning (including local area development) in line with ECA/IDEP recommendations (ii) Increased number of respondents in the African region that provide positive feedback regarding their utilization of selected publications and training materials on development planning

Strategy

14.36 The African Institute for Economic Development and Planning was created in 1962 by a resolution of the General Assembly and is responsible for the implementation of subprogramme 8. In the context of the repositioning of IDEP to renew its relevance, consolidate its position as a premier capacity-development resource for African Governments, extend its reach, enhance its presence and visibility, and increase its impact, a multifaceted strategy is being pursued. This strategy includes:

(a) The complete renewal of the capacity-development and training courses available at the Institute in order to deepen the curriculum, make the pedagogical approach more interactive, and diversify the range of modules available for different categories of officials to participate;

(b) The introduction of a set of core and foundational short-course modules through which officials of relevant departments of African Governments — and other development institutions — will be offered ample opportunity to acquire and/or renew their basic and fundamental knowledge of and skills in economic management, policy analysis and development planning;

(c) The forging of partnerships with local universities, development training institutions, and development research centres that are appropriately positioned to work with IDEP in delivering its capacity-development and training programmes locally in-country and/or subregionally;

(d) The renewal of international partnerships both within the United Nations system, including the various divisions of ECA, and outside the United Nations system for the realization of the work of the Institute with African public sector and non-governmental development professionals, this form of partnership being particularly useful for the harnessing of global comparative insights;

(e) The deliberate decentralization of capacity-development and training activities in order to significantly scale up and expand opportunities for participation in IDEP courses, and increase the reach of the Institute's work;

(f) The conscious recruitment of participation from the private sector, the legislative arm of government and development-oriented non-governmental organizations and civil society groups in recognition of the increased significance over time of non-State development actors in Africa;

(g) The intensification of train-the-trainer activities in order to strengthen the availability of in-house resource persons available to contribute to the building and renewal of the skills of their colleagues in strategic development institutions;

(h) The facilitation of policy research, policy dialogue and policy advisory and dissemination activities as accompanying complements to the capacity-development and training mandate of the Institute;

(i) The investment of necessary resources to transform the IDEP Library into the leading resource centre for primary and secondary literature on development planning in Africa;

(j) The transformation of the IDEP website into a site for learning and an African development-planning portal, in addition to the existing information dissemination function which it serves;

(k) The facilitation of intra-African development learning and experience-sharing through the organization of study visits and tours designed to help solve specific problems;

(l) The targeting of specific capacity-development programmes at younger officials and female professionals pursuing careers in economic management, policy analysis and development planning;

(m) The provision of an increasing number of tailor-made courses designed to meet the specific needs of requesting Governments and institutions, including the regional economic communities that constitute the building blocks of the African development agenda.

Subprogramme 9
Statistics

Objective of the Organization: To strengthen the availability and utilization of quality statistical information for evidence-based policy formulation and tracking progress towards the achievement of national and international development targets, including the Millennium Development Goals in Africa, within the framework of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa in support of African integration processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and use economic, demographic, social and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals	(a) (i) Increased number of countries that have adopted a national strategy for the development of statistics in accordance with international statistical standards and practices (ii) Increased number of countries that successfully conduct population and housing censuses during the 2010 round in compliance with international standards and practices
(b) Enhanced national capacities to produce harmonized and comparable statistical data in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in the regional economic communities	(b) (i) Increased number of national statistical offices compiling a comparable set of economic and environmental accounts, in compliance with the 2008 System of National Accounts (ii) Increased number of countries that have adopted the minimum set of manuals required for statistical harmonization

Strategy

14.37 The responsibility for implementing the subprogramme lies with the African Centre for Statistics. The subprogramme will strive to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the Millennium Development Goals and to support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies such as the 2008 System of National Accounts. Better-quality and comparable statistical data will be collected for statistical publications and to populate the African statistical database. The subprogramme will provide adequate support to countries' efforts in conducting statistical operations, including censuses and surveys with special attention on the efficient use of administrative data such as the civil registration and vital statistics, necessary for monitoring progress towards the Millennium Development Goals and gender-disaggregated and gender-responsive statistics. The subprogramme will continue to play a lead role in the implementation of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa; the implementation of the African Charter on Statistics, which was designed by the African Union Commission and endorsed by countries, and which emphasizes comparable statistics for regional integration; and in the provision of adequate support to countries for the design, adoption and implementation of a national strategy for the development of statistics.

14.38 The strategy will include: rigorous methodological works through manuals, trainings and field projects, advocacy through addressing institutional issues and national strategy design; the dissemination of information, experiences and best practices; and the provision of technical assistance, including advisory services to member States and their institutions. In that context, particular emphasis will be placed on the development of a manual on harmonized statistics, the provision of support to the statistical working groups on the statistical harmonization of prices statistics, on national accounts statistics, trade and public finances, data development in pilot countries, maintenance of database, advocacy, gender mainstreaming, institution-building, sharing of information and experiences and disseminating best practices. The subprogramme will therefore coordinate and cooperate with United Nations organizations, the African Union Commission, AfDB, regional and intergovernmental organizations and relevant international organizations, including the United Nations Statistics Division of the Secretariat and the United Nations Development Programme (UNDP). The African Centre for Statistics will promote statistical harmonization and collaboration through the meetings of the Statistical Commission for Africa, and its working groups, including the African Group on National Accounts, the African Group on Statistical Training and the informal sector. It will also strengthen its collaboration with other Divisions of ECA and subregional offices, particularly by providing technical backstopping in delivering various outputs under their subprogrammes, including flagship publications such as the Economic Report on Africa and the subregional reports.

Subprogramme 10
Social development

Objective of the Organization: To promote poverty reduction and inclusive and equitable sustainable social development, in line with the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies	(a) (i) Increased number of national institutions and intergovernmental bodies applying appropriate policies and integrating gender and social dimensions in development processes (ii) Increased number of member States and intergovernmental bodies that apply knowledge and tools drawn from the subprogramme when adopting and implementing appropriate development plans that integrate population and gender issues as agreed in the outcomes of the 15-year reviews of the implementation of the Plan of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action
(b) Strengthened capacity of member States and intergovernmental bodies to analyse, develop policies and support interventions to achieve social integration	(b) Increased number of member States and intergovernmental bodies utilizing knowledge gained to design, implement and monitor appropriate policies to achieve social integration within a human rights-based approach

Strategy

14.39 Subprogramme 10 is also implemented under the African Centre for Gender and Social Development, whose vision is a continent where every person, irrespective of sex, race, ethnicity, age, disability, location and religion, enjoys a high quality of life and lives with dignity, freedom and equality and where the human rights of people are respected and are fully protected under the law.

14.40 Internally, the strategy would be strengthening synergy and linkages between the two subprogrammes, Gender and women in development and Social development, and to establish more linkages with other ECA Divisions and subregional offices, as One-ECA in joint planning, resource mobilization and programme delivery. The Centre will continue to enhance collaboration with the African Union Commission, the regional economic communities, and AfDB, the United Nations system partners through the regional consultative mechanisms and the Regional Directors' Team, donors, civil society organizations and networks to support the implementation of programmes.

14.41 The subprogramme will focus on supporting the implementation of the recommendations outlined in: the Commitment Document of the Ministerial Review Conference on the Fifteen-Year Review of the Implementation of the Plan of Action of the International Conference on Population and Development in Africa (23 October 2009), and the outcome meeting of the Committee on Human and Social Development (19 October 2009). The subprogramme will initiate, analyse, strengthen, scale up, and monitor policies in social and human development. This will be the basis for promoting policy dialogue and consensus-building on social integration, health-related Millennium Development Goals, HIV/AIDS, youth, education, employment, social protection, human resources development and other related social issues.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/142	Women and political participation (subprogrammes 2 and 6)
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources (subprogrammes 2 and 5)
60/1	2005 World Summit Outcome
61/7	Cooperation between the United Nations and the International Organization of la Francophonie (subprogrammes 4 and 7)
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

62/208	**Triennial comprehensive policy of operational activities for development of the United Nations system**
63/310	**Cooperation between the United Nations and the African Union**
63/267	**New Partnership for Africa's Development: progress in implementation and international support**
64/159	**The right to food (subprogramme 2)**
64/160	**Globalization and its impact on the full enjoyment of all human rights (subprogrammes 3 and 5)**
64/172	**The right to development**
64/213	**Fourth United Nations Conference on the Least Developed Countries**
64/214	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
64/215	**Legal empowerment of the poor and eradication of poverty**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/218	**Human resources development**
64/221	**South-South cooperation**
64/222	**Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation**
64/223	**Towards global partnerships**
64/252	**Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa**

Economic and Social Council resolutions

1998/46	**Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields**
1999/5	**Poverty eradication and capacity-building**
2004/246	**Regional cooperation**
2005/44	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010**
2007/4	**Review of the intergovernmental machinery of the Economic Commission for Africa**

2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/1	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS) (subprogramme 10)
2009/19	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals (subprogrammes 5 and 9)
2009/20	Social dimensions of the New Partnership for Africa's Development (subprogramme 1)
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime (subprogrammes 3 and 9)
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2009/32	African countries emerging from conflict (subprogramme 5)

Economic Commission for Africa resolutions

798 (XXX)	Promotion of private investment in Africa (subprogrammes 1 and 3)
844 (XXXIX)	Repositioning ECA to better respond to Africa's priorities
845 (XXXIX)	Achieving the Millennium Development Goals in Africa
853 (XL)	Review of the Intergovernmental Machinery of the Economic Commission for Africa
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis
866 (XLII)	Millennium Development Goals

Subprogramme 1
Macroeconomic analysis, finance and economic development

General Assembly resolutions

54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
59/249	Industrial development cooperation
63/229	Role of microcredit and microfinance in the eradication of poverty

63/206	External debt and development: towards a durable solution to the debt problems of developing countries
64/190	International financial system and development
64/191	External debt sustainability and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence

Economic and Social Council resolutions

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2004/64	International Conference on Financing for Development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic Commission for Africa resolutions

840 (XXXV)	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
847 (XL)	Aid for Trade
848 (XL)	Financing for Development
862 (XLII)	Enhancing Domestic Resource Mobilization
865 (XLII)	Global financial and economic crisis

Subprogramme 2
Food security and sustainable development

General Assembly resolutions

47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
54/214	Conservation and sustainable development of Central African forest ecosystems

57/271	World Food Summit: five years later
64/72	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
64/73	Protection of global climate for present and future generations of humankind
64/197	Agricultural technology for development
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/200	International Strategy for Disaster Reduction
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/202	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/203	Convention on Biological Diversity
64/205	Sustainable mountain development
64/206	Promotion of new and renewable sources of energy
64/224	Agriculture development and food security
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

Economic Commission for Africa resolutions

800 (XXX)	**Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa**
801 (XXX)	**Food security and self-sufficiency in Africa**
852 (XL)	**Climate change and development in Africa**

Subprogramme 3
Governance and public administration

General Assembly resolutions

48/180	**Entrepreneurship and privatization for economic growth and sustainable development**
54/128	**Action against corruption**
54/204	**Business and development**
60/34	**Public administration and development**
64/12	**Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies**
64/82	**Follow-up to the International Year of Human Rights Learning**
64/116	**The rule of law at the national and international levels**
64/148	**Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action**
64/152	**International Covenants on Human Rights**
64/153	**Torture and other cruel, inhuman or degrading treatment or punishment**
64/155	**Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization**
64/161	**National institutions for the promotion and protection of human rights**
64/173	**Promotion of equitable geographical distribution in the membership of the human rights treaty bodies**
64/174	**Human rights and cultural diversity**
64/237	**Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption**

Economic and Social Council resolutions

2005/3	Public administration and development
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Subprogramme 4
Information and science and technology for development

General Assembly resolutions

50/102	United Nations system support for science and technology in Africa
57/4	Regional cooperation in information and communication technologies for development
60/252	World Summit on the Information Society
63/306	Multilingualism
64/86	International cooperation in the peaceful uses of outer space
64/187	Information and communication technologies for development
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
64/212	Science and technology for development

Economic and Social Council resolutions

2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway

812 (XXXI)	Implementation of the African Information Society Initiative (AISI)
817 (XXXI)	African Regional Conference on Science and Technology

Subprogramme 5
Trade, economic cooperation and regional integration

General Assembly resolutions

50/126	Water supply and sanitation
56/180	Specific actions related to the particular needs and problems of landlocked developing countries
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/217	International Decade for Action, "Water for Life", 2005-2015
60/5	Improving global road safety
64/188	International trade and development
64/192	Commodities
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence

Economic and Social Council resolution

2009/11	Europe-Africa fixed link through the Strait of Gibraltar

Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa
819 (XXXI)	Promotion of energy resources development and utilization in Africa
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"

59/248	**World Survey on the role of women in development**
63/157	**Future operation of the International Research and Training Institute for the Advancement of Women**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/139	**Violence against women migrant workers**
64/140	**Improvement of the situation of women in rural areas**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/145	**The girl child**
64/217	**Women in development**

Economic and Social Council resolutions

1998/12	**Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women**
2003/44	**Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women**
2004/4	**Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system**
2009/12	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2009/13	**Future operation of the International Research and Training Institute for the Advancement of Women**

Economic Commission for Africa resolutions

802 (XXX)	**African Platform for Action: African common position for the advancement of women**
824 (XXXI)	**Follow-up to the Dakar and Beijing conferences: implementation of the global and regional platforms for action for the advancement of women (1996)**

Subprogramme 7
Subregional activities for development

(a) Subregional activities in North Africa

(b) Subregional activities in West Africa

(c) Subregional activities in Central Africa

(d) Subregional activities in East Africa

(e) Subregional activities in Southern Africa

General Assembly resolutions

56/180	**Specific actions related to the particular needs and problems of landlocked developing countries**
61/51	**Cooperation between the United Nations and the Southern African Development Community**
61/212	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
61/234	**Enhancing the role of the subregional offices of the Economic Commission for Africa**
64/202	**Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa**

Economic and Social Council resolution

2006/14	**Progress in the implementation of General Assembly resolution 56/201 on the triennial comprehensive policy review of operational activities for development of the United Nations system**

Economic Commission for Africa resolutions

828 (XXXII)	**The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence**
830 (MFC1 A)	**Reform of the regional commissions: Relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution of the 1st meeting of the Ministerial Follow-up Committee)**

Subprogramme 8
Development planning and administration

Economic Commission for Africa resolutions

799 (XXX)	**Promoting human development in Africa**
839 (XXXV)	**African Institute for Economic Development and Planning**
846 (XXXIX)	**African Institute for Economic Development and Planning**
851 (XL)	**African Institute for Economic Development and Planning**
864 (XLII)	**Repositioning of the African Institute for Economic Development and Planning (IDEP)**

Subprogramme 9
Statistics

Economic and Social Council resolutions

2000/27	**Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels**
2005/13	**2010 World Population and Housing Census Programme**
2006/6	**Strengthening statistical capacity**

Economic Commission for Africa resolution

849 (XL)	**Statistics and statistical capacity-building in Africa**

Subprogramme 10
Social development

General Assembly resolutions

47/5	**Proclamation on Ageing**
49/128	**Report of the International Conference on Population and Development**
50/81	**World Programme of Action for Youth to the Year 2000 and Beyond**
50/107	**Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty**
60/35	**Enhancing capacity-building in global public health**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/170	**Convention on the Rights of Persons with Disabilities and its Optional Protocol**

62/180	**2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa**
S-21/2	**Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development**
S-24/2	**Further initiatives for social development**
64/79	**2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa**
64/129	**Assistance to refugees, returnees and displaced persons in Africa**
64/130	**Policies and programmes involving youth**
64/131	**Realizing the Millennium Development Goals for persons with disabilities**
64/132	**Follow-up to the Second World Assembly on Ageing**
64/133	**Follow-up to the tenth anniversary of the International Year of the Family and beyond**
64/134	**Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/136	**Cooperatives in social development**
64/146	**Rights of the child**
64/166	**Protection of migrants**
64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**

Economic and Social Council resolutions

1997/2	**International migration and development**
2001/42	**Global campaign for poverty eradication**
2003/13	**National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development**
2005/13	**2010 World Population and Housing Census Programme**
2007/27	**Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond**

Commission on Population and Development resolution

2007/1	**Changing age structures of populations and their implications for development**

Economic Commission for Africa resolutions

748 (XXVIII)	**Population, family and sustainable development**
832 (XXXIII)	**HIV/AIDS in Africa**

Programme 15

Economic and social development in Asia and the Pacific

Overall orientation

15.1 The mandate of the Economic and Social Commission for Asia and the Pacific (ESCAP), which is derived from Economic and Social Council resolutions 37 (IV) and 414 (XIII) by which the Commission was established, is to promote regional cooperation for inclusive and sustainable economic and social development in Asia and the Pacific, a dynamic region characterized by growing wealth, diversity and change, but also challenged with persistent poverty, environmental degradation, inequality and insecurity. The role of the Commission was subsequently elaborated upon in various resolutions adopted by the General Assembly, the Economic and Social Council and the Commission itself. The most recent, Commission resolution 64/1 on restructuring of the conference structure of the Commission, further sharpened the focus of ESCAP's intergovernmental machinery in order to more effectively address key issues pertaining to inclusive and sustainable economic and social development in the Asian and Pacific region.

15.2 Home to 4.1 billion people, more than 60 per cent of the world's population, Asia and the Pacific has distinguished itself as the fastest growing region in the world. Over the decades, it has made remarkable progress on a number of fronts such as dynamic trade and investment-led economic growth, sustained inroads into poverty reduction and technological advances. However, the fallout from the financial crisis, coming soon after the food and energy crises, has left many countries exposed to economic insecurity that threatens development and progress towards the Millennium Development Goals. Further, social vulnerabilities and inequities both within countries and among countries are on the rise, exacerbated by rapid changes in family support structures, ageing populations, urbanization and migration. While the region is on the path of economic recovery, experiences from previous crises suggest that social recovery takes longer to achieve.

15.3 Economic, social and environmental insecurities are occurring simultaneously with a mutually reinforcing convergence. How the region addresses these challenges will determine the nature, speed and sustainability of its future development for decades to come.

15.4 In the context of this evolving Asia-Pacific landscape, ESCAP will support member States with sound strategic analysis, policy options and technical cooperation to address key development challenges and to implement innovative solutions for region-wide economic prosperity, social progress and environmental sustainability. At the same time, ESCAP will assist member States through its conference structure to forge a stronger coordinated regional voice on global issues by building capacities to dialogue, negotiate and shape development agendas in an age of globalization. A key modality for this strategy will be to promote intraregional connectivity.

15.5 ESCAP will continue to pursue the key objectives shared by all the regional commissions, namely, to (a) foster economic integration at the subregional and regional levels; (b) promote the regional implementation of the internationally agreed development goals, including the Millennium Development Goals; and (c) support regional sustainable development by helping to bridge economic, social and environmental gaps among member States and subregions, including through trade and transport. In order to achieve those objectives, all the regional commissions will continue to generate multilateral dialogue, knowledge sharing and networking and to work together to promote intraregional and interregional cooperation, both among themselves and through collaboration with other relevant organizations.

15.6 Taking into account the above considerations, ESCAP will adopt a more balanced multisectoral and multidisciplinary approach to development decision-making and agenda-setting. ESCAP will advocate and assist member States to develop a common set of standards, norms, conventions and development approaches. Advocacy work of ESCAP will be underpinned by evidence-based analysis that captures differences and disparities among and within countries, including between men and women, according priority to ensuring that the concerns of countries with special needs are addressed, particularly those of the least developed, landlocked developing and small island developing States.

15.7 The proposed strategic framework comprises an integrated set of eight mutually supportive and interconnected subprogrammes, which are linked to the priorities of member States. The subprogrammes of the strategic framework for the period 2012-2013 reflect continuity in the direction of work already undertaken by ESCAP during the period 2010-2011, reflecting the mandate contained in Commission resolution 64/1, the commitment of ESCAP to the development pillar of the United Nations, and the secretariat's continuing efforts to enhance organizational and development effectiveness.

15.8 With the overall goal of achieving the Millennium Development Goals, the subprogrammes will aim to achieve the following development results: (a) Governments of member States have more effective, inclusive and sustainable development policies for addressing development from a multidisciplinary perspective, to narrow development gaps and build resiliency; (b) global processes are shaped by a stronger coordinated regional voice and countries are supported in implementing international commitments; and (c) regional cooperation mechanisms and institutional frameworks are in place to promote regional integration and inclusive development.

15.9 Central to the strategy of the ESCAP programme of work is to foster regional and subregional cooperation, including South-South cooperation. Subregional offices established for East and North-East Asia, North and Central Asia and South and South-West Asia, together with a strengthened office for the Pacific subregion, are to provide better-targeted and in-depth technical assistance to address priorities of member States in the respective subregions in a more balanced manner.

15.10 Partnerships with multilateral entities and subregional organizations will continue to be strengthened in order to ensure an inclusive and coherent approach to addressing the concerns of the region and to avoid duplication of efforts, while building on the strengths and comparative advantages of ESCAP and complementarities with partners.

15.11 Overall, ESCAP will use its multidisciplinary capabilities, its strengthened regional and subregional presence, the extensive network it has developed with relevant subregional, regional and international organizations and its position as the regional arm of the United Nations to provide leadership and solutions to the critical regional and global development challenges of the twenty-first century.

Subprogramme 1
Macroeconomic policy and inclusive development

Objective of the Organization: To foster a sound macroeconomic policy environment and enhance regional economic cooperation for inclusive and sustainable development in the Asia-Pacific region, especially in support of poverty reduction and other internationally agreed development goals, particularly among countries with special needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding among policymakers and other target groups of macroeconomic challenges and policy options that promote economic growth, reduce poverty and narrow the development gaps	(a) Increased number of references to ESCAP publications and other activities on macroeconomic policy, finance and development in policy documents, academic literature and mass media
(b) Enhanced regional voice in global development forums and deepened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable growth and development	(b) (i) Increased number of outcome documents and resolutions reflecting consensus on regional economic and financial cooperation that feeds into global development forums
	(ii) Increased number of partnerships among ESCAP member States for strengthening regional economic and financial cooperation
(c) Improved capacity of member States, particularly countries with special needs, to design and implement macroeconomic and development policies for achieving the Millennium Development Goals	(c) Increased percentage of participants in ESCAP activities indicating that they are better able to design and implement sound economic development policies, including Millennium Development Goal-related policy options and strategies recommended by ESCAP
(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security	(d) Increased percentage of participants in the work of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific indicating that they are better able to formulate and implement rural development policies that promote sustainable agriculture and food security

Strategy

15.12 The substantive responsibility for this subprogramme will lie with the Macroeconomic Policy and Development Division, with support from the Centre for Alleviation of Poverty through Second Crops Development in Asia and the Pacific. Under the subprogramme, the secretariat will be responsible for mainstreaming the development needs of the least developed countries, landlocked countries and small island developing States into the work of ESCAP, especially in reducing poverty, eliminating disparities and fostering greater integration into the regional economic growth process. The strategic direction of the subprogramme is imbedded in the internationally agreed development goals, including the Millennium Development Goals, the Doha Outcome Document on Financing for Development, the inputs for and outcomes of various Group of Twenty summits, the outcome of the United Nations Conference on the World Financial and Economic Crisis and Its Impact on Development, the outcome of the forthcoming Fourth United Nations Conference on the Least Developed Countries, in 2011, and Commission resolutions 62/1, 63/4, and 64/6 on achieving the Millennium Development Goals in the ESCAP region, 64/7 on financing for the achievement of the Millennium Development Goals by 2015 in the ESCAP region, 65/1 on implementation of the Bali Outcome Document in addressing the food, fuel and financial crises, and 65/4 on strengthening of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific.

15.13 With its substantive emphasis on strengthening the capacities of countries to formulate and implement inclusive and sustainable development policies in support of the internationally agreed development goals, the subprogramme will monitor macroeconomic trends and prospects towards reducing poverty and narrowing development gaps, promote capacity development in the countries with special needs in achieving the Millennium Development Goals and assist in the graduation process of the least developed countries, strengthen regional cooperation in addressing medium- to long-term development challenges, and support sustainable agriculture and food security in the region aimed at reducing poverty in poor communities. Special emphasis will be placed on efforts to promote greater regional integration and resiliency through increased economic growth, to achieve the Millennium Development Goals in ways that reduce economic and social disparities within as well as across countries, with due attention given to the gender dimension, to foster a regional coordinated voice on various global processes on development issues and challenges and on financial issues, including the outcomes of Group of Twenty summits, and to explore innovations in strengthening collaboration and identifying regional synergies/complementarities in promoting sustainable agriculture and food security.

15.14 A specific set of key modalities will be followed in implementing the work programme. Regional cooperation as well as South-South cooperation will continue to be the key modality in bringing countries together in which policy dialogues and policy advocacy will be used to address common development issues and fill the development gaps, particularly those of countries with special needs. The Asia-Pacific Regional Coordination Mechanism will be utilized to achieve greater coherence and effectiveness with other United Nations organizations and specialized agencies in delivering a common set of services to member States.

Subprogramme 2
Trade and investment

Objective of the Organization: To promote trade, investment and technology transfer for inclusive and sustainable development in the Asia-Pacific region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment and enterprise development	(a) (i) Percentage of participants in ESCAP activities and initiatives indicating that they have increased and/or used their capacity to formulate or implement more effective and coherent policies on trade, investment and enterprise development (ii) Number of ESCAP member States making use of recommendations supported by ESCAP in policy design and implementation
(b) Strengthened regional cooperation and integration mechanisms in trade and investment	(b) (i) Number of ESCAP member States indicating that regional cooperative mechanisms in trade and investment fostered by ESCAP have been strengthened (ii) Increased coverage and depth of commitments under the Asia-Pacific Trade Agreement and/or the expansion of membership in the Agreement
(c) Increased capacity of ESCAP member States to formulate and implement policies and strategies for sustainable economic development and rural poverty reduction through agrotechnology transfer and agro-based enterprise development	(c) Percentage of those participating in the activities of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery and other ESCAP initiatives indicating that they were better able to formulate or implement policies and strategies for sustainable economic development and rural poverty reduction through regional cooperation in agrotechnology and agricultural enterprise development
(d) Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional and global development challenges	(d) Increased number of ESCAP member States participating in technology transfer mechanisms and more cooperation programmes promoted by the Asian and Pacific Centre for Transfer of Technology

Strategy

15.15 The substantive responsibility for the subprogramme will lie with the Trade and Investment Division, with support from the Asian and Pacific Centre for Transfer of Technology and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery. The strategic direction of the subprogramme is derived mainly from the internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, the Shanghai Declaration, Economic and Social Council resolutions 2005/38, on the statute of the Asian and Pacific Centre for Transfer of Technology, and 2005/37, on the statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery, and Commission resolution 62/6 on managing globalization through strengthened regional cooperation in trade and investment.

15.16 To meet its objectives, the subprogramme will be implemented through a combination of analytical and evidence-based policy research on trade, investment and technology transfer; experience- sharing on related policy reforms and promotion of multi-stakeholder policy dialogues, with due consideration of gender dimensions. Special attention will be accorded to: (a) capacity-building among policymakers and practitioners in trade, investment and technology transfer, particularly related to the capacity to effectively negotiate, conclude and implement multilateral and other trade and investment agreements; (b) the design and implementation of appropriate trade facilitation and trade finance policies and measures; and (c) capacity to formulate and implement effective policy measures to enhance food security and sustainable agriculture and the contribution of the private sector, particularly small and medium-sized enterprises and agro-based enterprises to inclusive and sustainable development. Common frameworks that advance regional integration in trade, investment, technology transfer and the development of small and medium-sized enterprises, including agricultural enterprises, in a manner supportive of the multilateral trading system and other multilateral agreements of relevance will be pursued. The deepening, expansion and strengthening of the Asia-Pacific Trade Agreement will form a key pillar of the work of the subprogramme. Further, regional cooperation among research institutions will be deepened through the Asia-Pacific Research and Training Network on Trade, while the United Nations Network of Experts for Paperless Trade in Asia Pacific will be promoted as an important regional cooperative mechanism for trade facilitation.

15.17 The Commission will collaborate at the regional, subregional and national levels with the agencies of the United Nations system and with other bilateral and multilateral agencies. In particular, partnerships will be strengthened with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO) and the International Trade Centre in the area of trade policy; with regional commissions, UNCTAD, WTO, the Asian Development Bank and the World Bank in the area of trade facilitation; and with the United Nations Industrial Development Organization, the Global Compact Office, the Organization for Economic Cooperation and Development and the World Bank in the areas of investment, technology transfer and enterprise development.

Subprogramme 3
Transport

Objective of the Organization: To promote regional cooperation and integration in transport for inclusive and sustainable development in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge and increased capacity of member States to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals and road safety	(a) (i) Increased number of government policies, programmes, projects and initiatives that reflect ESCAP-promoted principles or recommendations in the area of transport, including road safety
	(ii) Percentage of delegations participating in ESCAP activities that indicate that they have enhanced their knowledge and capacity to develop and implement effective and sustainable transport policies and programmes
(b) Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages	(b) (i) Increased number of feasibility studies, at the national level, for investment projects and infrastructure improvements of intermodal connections on the Asian Highway and Trans-Asian Railway
	(ii) Increased number of accessions by ESCAP member States to global, regional and subregional agreements
(c) Increased capacity among ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics	(c) (i) Increased number of initiatives to identify and remove bottlenecks in transport logistics chains and to and facilitate efficient movements of people, goods and vehicles along transport routes and at border crossings
	(ii) Increased number of container block-trains and intermodal transport services scheduled on the Asian Highway and Trans-Asian Railway and along interregional routes

Strategy

15.18 The substantive responsibility for this subprogramme will lie with the Transport Division. The strategic direction of the subprogramme would derive mainly from General Assembly resolutions 60/5, 62/244 and 64/255 on improving global road safety, and 61/212, on the outcome of the International Ministerial

Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation; Economic and Social Council resolution 2004/6 on the Shanghai Declaration; and ESCAP resolutions 60/4 on the Intergovernmental Agreement on the Asian Highway Network, 61/11 on the implementation of the Almaty Programme of Action, 62/4 on the Intergovernmental Agreement on the Trans-Asian Railway Network, 63/9 on the implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011), 64/4 on the implementation of the Seoul Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific, and 64/5 on the establishment of the Forum of Asian Ministers of Transport. Direction would also be derived from the first Global Ministerial Conference on Road Safety, held in Moscow on 19 and 20 November 2009, and meetings of ministers of transport convened by ESCAP.

15.19 The subprogramme will support member States in working towards the vision of an efficient international, integrated, intermodal transport and logistics system that supports the development of coastal areas, hinterlands and landlocked countries by providing, inter alia, physical access and connectivity, through inclusive and sustainable economic and social development.

15.20 During the biennium 2012-2013, the subprogramme will focus on the further development of the Asian Highway and Trans-Asian Railway networks, as well as the promotion of Euro-Asian transport linkages. This will include acting as secretariat for the intergovernmental agreements for the Asian Highway and Trans-Asian Railway networks, which are deposited with the Secretary-General. The subprogramme will help member States to identify transport investment requirements and priorities and address non-physical bottlenecks, including those at border crossings, and will work towards the development of an intergovernmental agreement on dry ports that link road, rail and inland waterway transport infrastructures to seaports and airports. Strategies to promote dry ports as economic growth poles through improved logistical efficiencies and by promoting interregional and intraregional trade, and thus creating jobs and reducing poverty, will be continued. In the area of road safety, the subprogramme will help member States to set and work towards achieving road safety goals, targets and indicators by networking among national and subregional organizations, as well as following up on requests to regional commissions originating in global mandates.

Subprogramme 4
Environment and development

Objective of the Organization: To integrate environmental sustainability in economic and social development and enhance regional cooperation on environment, energy and water resources management as well as urban development, including the application of the green growth or environmentally sustainable economic growth approach, as well as other effective policy initiatives, for inclusive and sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding and capacity of local and national governments and other stakeholders to develop and implement strategies for integrating environmental sustainability in economic and social development, including the green growth approach and other effective policy initiatives, effective planning and management of natural resources development and gender mainstreaming for poverty reduction and inclusive and sustainable development in urban and rural areas	(a) Number of policy measures/actions developed and implemented by local and national governments and other stakeholders to apply strategies for integrating environmental sustainability in economic and social development, including the green growth approach and other effective policy initiatives, effective planning and management of natural resources development and gender mainstreaming for poverty reduction and inclusive and sustainable development in urban and rural areas
(b) Strengthened regional cooperation on the development and implementation of strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach and other effective policy initiatives, enhancing access to modern energy services for all and energy security, improving water resources management and promoting sustainable urban development	(b) Number of initiatives taken by ESCAP member States participating in ESCAP-promoted regional cooperation initiatives on integration of environmental sustainability in economic and social development, including the application of the green growth approach and other effective policy initiatives, enhancement of access to modern energy services for all and energy security, improvement of water resources management and promotion of sustainable urban development
(c) Strengthened consensus among ESCAP member States on regional perspectives in strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach, resource efficiency, efficient management of energy and water resources, eco-city development and other effective policy initiatives	(c) Number of outcome documents that indicate agreement among ESCAP member States on issues related to integration of environmental sustainability in economic and social development, including the application of the green growth approach, resource efficiency, efficient management of energy and water resources, eco-city development and other effective policy initiatives

Strategy

15.21 The substantive responsibility for the subprogramme will lie with the Environment and Development Division. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, the 2005 World Summit Outcome, the outcomes of other United Nations conferences and international agreements related to environment and development since 1992, in particular the Johannesburg Plan of Implementation.

15.22 The subprogramme will build on the achievements of ESCAP during the previous years on supporting countries in the region on integrating environmental sustainability into development policy, including the application of the green growth approach and other effective policy initiatives, strengthening regional cooperation for widening access to modern energy services to all, enhanced energy security, efficient management of energy and water resources and sustainable urban development. The subprogramme will ensure the implementation of resolutions adopted by ESCAP, in particular, 61/9 on the Fifth Ministerial Conference on Environment and Development in Asia and the Pacific, 63/6 on the implementation of intercountry energy cooperation to enhance energy security for sustainable development with a view to widening access to energy services in least developed countries, landlocked developing countries and small island developing States, and 64/3 on promoting renewables for energy security and sustainable development in Asia and the Pacific.

15.23 The subprogramme will assist member States of ESCAP to integrate environmental sustainability in economic and social development, including the application of the green growth approach and other effective policy initiatives, and eco-efficient planning and management of natural resources development, including energy and water and sustainable urban development, by serving as a knowledge hub that would build capacities of all stakeholders, including civil society, at the regional, subregional and national levels. Further, it will build strong linkages between its normative and operational work by focusing on developing innovative strategies and documenting, analysing and disseminating policy options and good practices. The subprogramme will also facilitate consensus-building among different stakeholders concerning strategies, approaches and cooperation at the regional level.

15.24 The subprogramme will focus on using innovative and pragmatic approaches, including the green growth approach and other effective policy initiatives. Such approaches and initiatives will promote more efficient use of resources, including energy and water, increased investment in natural and human capital, decoupling economic and social development from environmental degradation, including regional and local pollutions and greenhouse gas emissions. They will contribute to reducing poverty and gender inequality and providing enhanced access to basic infrastructure and services to all, in particular the poor, and increase the resilience of urban and rural communities to deal with climate change. To achieve this, the subprogramme will further develop partnerships and create synergies with agencies of the Asia-Pacific Regional Coordination Mechanism and with other partners outside the United Nations system.

Subprogramme 5
Information and communications technology and disaster risk reduction

Objective of the Organization: To promote applications of information and communications technology and to enhance regional cooperation for improved disaster risk reduction and management, as well as for improved management of the associated socio-economic risks, for inclusive and sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of policymakers to develop policies and strategies for applications of information and communications technology and for effective disaster risk reduction, including relevant gender dimensions, for inclusive and sustainable socio-economic development	(a) (i) Increased percentage of policymakers who indicated enhanced knowledge and skills to develop policies and strategies in the field of information and communications technology and disaster risk reduction, including gender dimensions
	(ii) Increased number of government policies, strategies, programmes, projects and initiatives, which reflect ESCAP-promoted principles and recommendations in the area of information and communications technology and disaster risk reduction
(b) Increased sharing among policymakers of knowledge on effective strategies and policy options for information and communications technology connectivity and disaster risk reduction, including those related to climate change adaptation	(b) Increased number of visitors accessing the ESCAP website, which provides information on strategies and policy options promoted by ESCAP on information and communications technology connectivity and disaster risk reduction, including those related to climate change adaptation
(c) Strengthened regional cooperation mechanisms in information and communications technology and disaster risk reduction	(c) Increased number of ESCAP member States participating in ESCAP-promoted regional cooperation mechanisms devoted to information and communications technology, including space applications, and disaster risk reduction
(d) Improved institutional capacity of ESCAP member States to use information and communications technology for socio-economic development	(d) (i) Percentage of participants in activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development who indicate that they are better able to apply information and communications technology for socio-economic development

(ii) Increased number of national training initiatives that reflect or incorporate Asian and Pacific Training Centre for Information and Communication Technology for Development-developed training modules

Strategy

15.25 The substantive responsibility for the subprogramme will lie with the Information and Communications Technology and Disaster Risk Reduction Division, with support from the Asian and Pacific Training Centre for Information and Communication Technology for Development. The strategic direction for the subprogramme is derived mainly from General Assembly resolutions 60/252, on the World Summit on the Information Society, and 64/200, on the International Strategy on Disaster Reduction, and the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters. In addition, Economic and Social Council resolution 2005/40 on the establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development, and Commission resolutions 62/5 on building the information society in Asia and the Pacific, 62/7 on strengthening regional cooperation and coordination of early warning system arrangements for tsunamis through the Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia, and 64/2 on regional cooperation in the implementation of the Hyogo Framework in Asia and the Pacific, provide the framework for the direction of the subprogramme. The subprogramme will support and strengthen the subsidiary Committee on Information and Communications Technology and Committee on Disaster Risk Reduction of the Commission as the basis for regional consensus building for action and an effective mechanism to contribute to the global mandates.

15.26 The subprogramme will continue to promote regional cooperation and partnerships for improved information and communications technology connectivity, with a focus on policy harmonization for infrastructure development and information and communications technology capacity-building. In order to realize the goal of a people-centred information society in Asia and the Pacific, the expansion of access to information and communications technology and the further expansion of its use for inclusive and sustainable socio-economic development will be promoted, especially among the least developed countries and other countries with special needs. The subprogramme will employ the strategy of collaborating with other relevant intergovernmental organizations and existing regional mechanisms to address information and communications technology connectivity and capacity-building, and provide member States with high-quality analysis and policy recommendations and options for addressing the emerging challenges of the region and enhancing regional connectivity. Efforts would be further augmented by information and communications technology capacity-building activities conducted by the Asian and Pacific Training Centre for Information and Communication Technology for Development for policymakers and Government officials. The capacity built among key information and communications technology stakeholders would help to optimize the use of infrastructure and the development of applications in information and communications technology for socio-economic development.

15.27 The subprogramme will improve the capabilities of ESCAP members to create more disaster resilient societies and reduce the socio-economic impact of disasters. The subprogramme will collaborate with regional organizations and existing mechanisms in support of the development of an Asia-Pacific gateway on disaster risk reduction and development for information sharing and analysis, and the preparation of an Asia-Pacific disaster report, and provide member States with high-quality analysis, strategies and policy options in disaster risk reduction, including relevant measures for climate change adaptation, and development. The subprogramme will build on the comparative advantage of ESCAP within existing subregional mechanisms for tropical cyclone-related disasters and its Regional Space Applications Programme and the established network associated with it. Regional cooperative mechanisms in information and communications technology, including space-based applications for disaster risk reduction, the South-South cooperation approach and opportunities for public-private partnership will be promoted.

15.28 Strategic partnerships will be built with the International Telecommunication Union, the Asia-Pacific Telecommunity, the International Strategy for Disaster Reduction, the Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme, the United Nations Office for Outer Space Affairs and other relevant United Nations system agencies, regional and subregional organizations, and civil society and the private sector to support the above initiatives.

Subprogramme 6
Social development

Objective of the Organization: To strengthen regional cooperation in building a socially inclusive society that protects, empowers and ensures equality for all social groups in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge and awareness of social development and population trends, policies and good practices in the region as a basis for effective decision-making by ESCAP member States	(a) (i) Number of references made by member States to the usefulness of social development and population policy options, strategies and good practices promoted by ESCAP as a basis for policymaking and programming
	(ii) Percentage of recipients of ESCAP publications and reports who indicate their knowledge and awareness of social development and population trends, policies and good practices have been enhanced

(b) Enhanced regional cooperation and implementation of international commitments to promote gender equality and social integration of vulnerable groups in Asia and the Pacific	**(b) (i) Number of resolutions, decisions and recommendations adopted by ESCAP member States that reflect regional consensus on advancing the implementation of international commitments to promote gender equality and women's empowerment and social integration of vulnerable groups, including people with disabilities, older persons and young people** **(ii) Number of initiatives undertaken by ESCAP member States towards establishing regional and subregional frameworks for cooperation to promote gender equality and women's empowerment and social integration of vulnerable groups, including people with disabilities, older persons and young people**
(c) Strengthened capacity of ESCAP member States to manage social risks and vulnerabilities and implement effective social protection and gender mainstreaming programmes, particularly for the most vulnerable groups in society	**(c) (i) Percentage of government participants indicating that their knowledge and skills have been enhanced as a result of ESCAP training and other capacity-building activities** **(ii) Number of country-level follow-up activities resulting from ESCAP training and other capacity-building activities**

Strategy

15.29 The substantive responsibility for the subprogramme will lie with the Social Development Division. The strategic direction of the subprogramme derives mainly from the commitments agreed upon at relevant United Nations intergovernmental processes, including the World Summit for Social Development, the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, 2002, the Beijing Declaration and Platform for Action, the Convention on the Rights of Persons with Disabilities, the Declaration of Commitment on HIV/AIDS, the United Nations Millennium Declaration adopted by the General Assembly in its resolution 55/2 and the 2005 World Summit Outcome adopted by the Assembly in its resolution 60/1. Regional mandates that guide the subprogramme include the Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific, the Plan of Action on Population and Poverty adopted at the Fifth Asian and Pacific Population Conference, the Macao Plan of Action on Ageing for Asia and the Pacific and the Bangkok Declaration for Beijing+15 adopted at the Asia-Pacific High-level Intergovernmental Meeting to Review Regional Implementation of the Beijing Platform for Action at Fifteen Years, and its Regional and Global Outcomes and other relevant Commission resolutions pertaining to social development. The Convention on the Elimination of All Forms of Discrimination against Women also provides direction for the subprogramme.

15.30 The subprogramme will aim to promote change at the policy and institutional levels. The main target group of the subprogramme would be government officials and institutions, particularly those involved in the formulation, implementation and management of social development policies and programmes. The strategy will focus on the conduct of applied research, analysis and dissemination of results on social policy options, strategies and programmes as a basis for decision-making by Governments. Good practices on social protection systems, particularly for the most vulnerable groups in society, will be analysed and documented for the purpose of adaptation and wider replication in the region. The Commission's convening role, particularly with regard to promoting regional cooperation and consensus building on accelerating the implementation of international commitments to promote gender equality and social integration of vulnerable groups, will be emphasized. Technical assistance to developing countries, including those in special situations, will be intensified to build national capacity through the transfer of knowledge and skills on a range of social development issues. The subprogramme will adopt a multipronged strategy that incorporates cross-cutting issues, including gender-responsiveness and a rights-based approach, into policies and programmes. Partnerships will be strengthened with a range of stakeholders, including civil society organizations and research institutes. The subprogramme will coordinate closely with other United Nations entities and international organizations to achieve synergies and ensure greater impact in the region.

Subprogramme 7
Statistics

Objective of the Organization: To improve the use of statistics for evidence-based decision-making and develop and disseminate quality statistics for inclusive and sustainable development in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of development trends in the ESCAP region, especially progress towards the Millennium Development Goals, by official statisticians, decision makers and the public	(a) Percentage of national statisticians and decision makers who indicate that they found ESCAP analytical outputs relevant and useful for monitoring key development trends and deciding on related policies
(b) Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region	(b) (i) Increased download of online statistical data, provided by ESCAP (ii) Percentage of decision makers who indicate that they have referred to ESCAP publications or online database as a source of statistical information for assessing key development trends and deciding on related policies

(c) Increased capacity of national statistical systems of ESCAP member States to collect, produce, disseminate and use statistics in accordance with internationally agreed standards and good practices	(c) Percentage of participants in relevant ESCAP activities who indicate that they were able to apply the knowledge gained for better provision and use of comparable data
(d) Strengthened capacity of national statistical offices in the ESCAP region to collect, produce, disseminate and analyse data in accordance with internationally agreed standards and good practices	(d) Percentage of trainees at the Statistical Institute for Asia and the Pacific who indicate that they are better able to take measures to improve the quality of data and services provided by national statistical offices

Strategy

15.31 The substantive responsibility for the subprogramme lies with the Statistics Division, with support from the Statistical Institute for Asia and the Pacific. The strategic direction of the subprogramme derives mainly from the United Nations Millennium Declaration adopted by the General Assembly in its resolution 55/2, and the 2005 World Summit Outcome adopted by the Assembly in its resolution 60/1, in particular as they relate to the monitoring of the internationally agreed development goals, including the Millennium Development Goals. Mandates are also provided by Economic and Social Council resolutions 2005/13 on the 2010 World Population and Housing Census Programme, 2005/36 on the statute of the Statistical Institute for Asia and the Pacific and 2006/6 on strengthening statistical capacity, and by Commission resolution 62/10 on strengthening statistical capacity in Asia and the Pacific and resolution 65/2 on regional technical cooperation and capacity-building in statistical development in Asia and the Pacific.

15.32 The objective of the subprogramme will be achieved through a balanced combination of normative, analytical and technical cooperation activities to improve the production and dissemination, by national statistical systems, of key demographic, social, economic and environmental statistics, sex-disaggregated where relevant, including the Millennium Development Goal indicators, and to promote their use by policymakers and the public in the Asian and Pacific region, in accordance with internationally agreed standards and good practices.

15.33 During the biennium 2012-2013, the subprogramme will continue to (a) promote the use of statistics for evidence-based decision-making; (b) support the development of demographic, economic, social and environmental statistics in the Asian and Pacific region; (c) facilitate the implementation of existing and new international standards, including the new economic and social classifications and the revised system of national accounts; (d) continue supporting the capacity of national statistical offices to collect, produce, disseminate and analyse data in accordance with internationally agreed standards and good practices; and (e) strengthen statistical cooperation and information exchange at the regional and interregional levels. In particular, the subprogramme will focus on improving the availability and quality of data for measuring progress in such areas as social inclusion and gender equality. In addition, the subprogramme would further strengthen data dissemination through the issuance of publications and the provision of online databases to countries in the ESCAP region.

15.34 To enhance coherence across the United Nations system and coordination among international agencies, ESCAP will work in close cooperation with the Department of Economic and Social Affairs of the Secretariat and other relevant United Nations entities, development banks and funds, regional and subregional organizations and other statistical partners and networks.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

Objective of the Organization: To better incorporate inclusive and sustainable development principles and practices in national planning and policy implementation processes in Pacific island developing countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Pacific island governments to formulate and implement inclusive and sustainable development policies and practices	(a) Number of requests from Pacific island governments for policy advice on inclusive and sustainable development that are responded to by ESCAP and positively received
(b) Pacific island developing countries are better able to influence Asia-Pacific regional processes	(b) (i) Number of issues of concern to Pacific island countries that are addressed in ESCAP meetings, reviews and publications
	(ii) Number of Pacific island States participating in ESCAP meetings
(c) Strengthened regional cooperation mechanisms and institutional frameworks for the promotion of regional integration and equitable development	(c) Number of collaborative initiatives in regional integration and equitable development involving member States, civil society or other key development partners from the Pacific facilitated by ESCAP

Component 2
Subregional activities for development in East and North-East Asia

Objective of the Organization: To effectively address the priority areas of the East and North-East Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green growth approach and energy efficiency, information and communications technology, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia
(b) Strengthened knowledge sharing and partnerships among member States, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Percentage of member States indicating that collaboration on MDG achievement among member States, civil society and other relevant development partners in East and North-East Asia has increased (ii) Increased number of partner institutions from East and North-East Asia participating in knowledge-sharing platforms that are facilitated by ESCAP

Component 3
Subregional activities for development in North and Central Asia

Objective of the Organization: To effectively address the priority areas of the North and Central Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address transport and trade facilitation and water, energy and the environment	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in North and Central Asia

(b) Strengthened knowledge sharing and partnerships among member States, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	**(b) (i) Percentage of member States indicating that collaboration on Millennium Development Goal achievement among member States, civil society and other relevant development partners in North and Central Asia has increased** **(ii) Increased number of partner institutions from North and Central Asia participating in knowledge-sharing platforms that are managed by ESCAP**

Component 4
Subregional activities for development in South and South-West Asia

Objective of the Organization: To effectively address the priority areas of the South and South-West Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address gaps in the achievement of the Millennium Development Goals, infrastructure development, trade and transport facilitation, disaster risk reduction, energy and food security	**(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South and South-West Asia**
(b) Increased knowledge sharing and partnerships among member States, civil society and other relevant development partners in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals, in South and South-West Asia	**(b) (i) Percentage of member States indicating that collaboration on Millennium Development Goal achievement among member States, civil society and other relevant development partners in South and South-West Asia has increased** **(ii) Increased number of partner institutions from South and South-West Asia participating in knowledge-sharing platforms that are managed by ESCAP**

Component 5
Subregional activities for development in South-East Asia

Objective of the Organization: To effectively address the priority areas of the South-East Asian subregion in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address priority issues in South-East Asia, including in the areas of early warning, disaster risk reduction and connectivity	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South-East Asia
(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States, civil society or other key development partners from South-East Asia facilitated by ESCAP (ii) Increased number of partner institutions from South-East Asia participating in knowledge-sharing platforms that are managed by ESCAP

Strategy

15.35 The overall responsibility for coordinating the work of the subprogramme will lie with the Office of the Executive Secretary. Activities will be implemented by the ESCAP subregional offices for the Pacific, East and North-East Asia, North and Central Asia, South and South-West Asia, and, for activities for the South-East Asian subregion, by the concerned substantive divisions at ESCAP headquarters in Bangkok, Thailand. Internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome, the World Summit on Sustainable Development, the Almaty Programme of Action and the Mauritius Strategy on the sustainable development of small island developing States provide the mandates and strategic direction for the subprogramme. The subprogramme will also coordinate closely with the United Nations Special Programme for the Economies of Central Asia.

15.36 Given the vast coverage and diversity of the Asian and Pacific region, the subprogramme would strengthen the Commission's presence and strategic position at the subregional level, enabling better targeting and delivery of programmes that address specific key priorities of member States in the five subregions. The subprogramme will provide an important platform to strengthen regional cooperation on key economic and social development issues, ensuring the reflection of subregional needs and perspectives in the promotion of broader regional cooperation in Asia and the Pacific.

15.37 The subprogramme will further operationalize the analytical and normative work of the Commission, supporting capacity development through technical cooperation, including South-South and triangular cooperation, among ESCAP member States, and through the provision, on request, of advisory services. Emphasis will be placed on knowledge sharing and networking, including the dissemination of good practices for adaptation, experience sharing and replication. The subprogramme will collect data and produce subregional analysis on identified priority areas in order to ensure greater depth and coverage of the secretariat's knowledge products.

15.38 Each component of the subprogramme reflects the specific needs of the relevant subregion within the context of existing subregional cooperation frameworks and institutional landscape. In support of subprogramme implementation, ESCAP will build strategic partnerships with other key intergovernmental institutions and development actors in the subregions, and develop and implement programmes in a coherent and coordinated manner in line with United Nations efforts to "deliver as one", utilizing the full assets of the United Nations development system at the subregional and national levels to bridge key development gaps.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2, 3 and 8)
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)
60/1	2005 World Summit Outcome (all subprogrammes)
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 1, 2 and 6)
60/204	Role of the United Nations in promoting development in the context of globalization and interdependence
60/205	Science and technology for development (subprogrammes 1, 2 and 3)

60/215	**Towards global partnerships (all subprogrammes)**
60/228	**Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
61/1	**Declaration of the high-level meeting of the sixty-first session of the General Assembly on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
61/4	**Cooperation between the United Nations and the Black Sea Economic Cooperation Organization (all subprogrammes)**
61/12	**Cooperation between the United Nations and the Economic Cooperation Organization (subprogrammes 2, 3, 4 and 8)**
61/16	**Strengthening of the Economic and Social Council (all subprogrammes)**
61/46	**Cooperation between the United Nations and the Association of Southeast Asian Nations (all subprogrammes)**
61/48	**Cooperation between the United Nations and the Pacific Islands Forum**
61/49	**Cooperation between the United Nations and the Organization of the Islamic Conference (all subprogrammes)**
61/169	**The right to development (all subprogrammes)**
61/207	**Role of the United Nations in promoting development in the context of globalization and interdependence (all subprogrammes)**
61/210	**Integration of the economies in transition into the world economy (subprogrammes 1 and 2)**
61/266	**Multilingualism (all subprogrammes)**
62/187	**Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus (subprogrammes 1, 2 and 6)**
62/208	**Triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)**
62/209	**South-South cooperation (all subprogrammes)**
62/211	**Towards global partnership (all subprogrammes)**
63/200	**Cooperation between the United Nations and the Pacific Islands Forum**
63/227	**Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010**

63/228	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
63/232	Operational activities for development
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/281	Climate change and its possible security implications
64/73	Protection of global climate for present and future generations of humankind
64/172	The right to development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) (subprogrammes 1, 2, 4 and 6)
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/212	Science and technology for development
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/220	Operational activities for development of the United Nations system
64/221	South-South cooperation
64/223	Towards global partnerships

Economic and Social Council resolutions and decisions

37 (IV)	Economic Commission for Asia and the Far East
1895 (LVII)	Change of name of the Economic Commission for Asia and the Far East
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (all subprogrammes)
2004/6	Shanghai Declaration (all subprogrammes)

2004/7	**Work of the Economic and Social Commission for Asia and the Pacific in implementing its technical cooperation projects (all subprogrammes)**
2005/305	**Promoting coordination and consolidation of the work of the functional commissions (all subprogrammes)**
2006/4	**Sustained economic growth for social development, including the eradication of poverty and hunger (subprogrammes 1 and 6)**
2006/14	**Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)**
2007/2	**The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)**
2007/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16**
2007/30	**Follow-up to the International Conference on Financing for Development (subprogrammes 1, 2 and 6)**
2007/31	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
2007/33	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system (all subprogrammes)**
2008/7	**Restructuring of the conference structure of the Economic and Social Commission for Asia and the Pacific**
2008/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16**
2008/36	**Strengthening of the coordination of emergency humanitarian assistance of the United Nations**
2008/37	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010**
2009/1	**Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system**

2009/28	**The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council**
2009/30	**A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up**
2009/31	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010**

Economic and Social Commission for Asia and the Pacific resolutions

59/3	**Regional implementation of the Biwako Millennium Framework for Action towards an Inclusive Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific during the Decade of Disabled Persons, 2003-2012 (subprogrammes 6 and 7)**
59/4	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
60/1	**Shanghai Declaration (all subprogrammes)**
60/3	**Work of ESCAP in implementing its technical cooperation projects (all subprogrammes)**
61/1	**Midterm review concerning the functioning of the conference structure of the Commission (all subprogrammes)**
61/9	**Fifth Ministerial Conference on Environment and Development in Asia and the Pacific (subprogrammes 4 and 5)**
61/10	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly of 18 May 2005 (subprogrammes 6 and 7)**
62/1	**Achieving the Millennium Development Goals in the ESCAP region (all subprogrammes)**
62/2	**Jakarta Declaration on enhancing regional cooperation in infrastructure development, including that related to disaster management (subprogrammes 1, 3, 4 and 5)**
62/11	**Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
62/12	**Strengthening Pacific island developing countries and territories through regional cooperation (subprogrammes 3, 4 and 5)**
63/1	**Almaty Declaration: commemorating the sixtieth anniversary of the United Nations Economic and Social Commission for Asia and the Pacific (all subprogrammes)**

63/3	Review of the conference structure of the Commission (all subprogrammes)
63/4	Achieving the Millennium Development Goals in the ESCAP region (all subprogrammes)
63/5	Midterm review of the implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2 and 3)
64/1	Restructuring of the conference structure of the Commission
64/6	Achieving the Millennium Development Goals in the ESCAP region
65/1	Implementation of the Bali Outcome Document in addressing the food, fuel and financial crises
65/3	High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012
65/6	Support for the establishment of an international think tank of landlocked developing countries
66/1	Incheon Declaration (all subprogrammes)
66/3	Implementation of the Dhaka outcome document on the Brussels Programme of Action for the Least Developed Countries (all subprogrammes)
66/15	Strengthening of the evaluation function of the secretariat of the Commission (all subprogrammes)

Subprogramme 1
Macroeconomic policy and inclusive development

General Assembly resolutions

60/186	International financial system and development
61/157	Human rights and extreme poverty
61/188	External debt crisis and development
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/214	Role of microcredit and microfinance in the eradication of poverty
63/277	Organization of a United Nations conference at the highest level on the world financial and economic crisis and its impact on development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

64/190	**International financial system and development**

Economic and Social Council resolutions

2005/39	**Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific**
2005/45	**Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development**
2007/36	**United Nations Public-Private Alliance for Rural Development**

Economic and Social Commission for Asia and the Pacific resolutions

61/5	**Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific**
64/7	**Financing for the achievement of the Millennium Development Goals by 2015 in the ESCAP region**
65/1	**Implementation of the Bali Outcome Document in addressing the food, fuel and financial crises**
65/4	**Strengthening of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific**

Subprogramme 2
Trade and investment

General Assembly resolutions

62/184	**International trade and development**
63/203	**International trade and development**
64/188	**International trade and development**

Economic and Social Council resolutions

2005/37	**Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery**
2005/38	**Statute of the Asian and Pacific Centre for Transfer of Technology**

Economic and Social Commission for Asia and the Pacific resolutions

61/3	**Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery**
61/4	**Statute of the Asian and Pacific Centre for Transfer of Technology**
62/6	**Managing globalization through strengthened regional cooperation in trade and investment**

Subprogramme 3
Transport

General Assembly resolutions

60/5	**Improving global road safety**
61/212	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
62/244	**Improving global road safety**
64/255	**Improving global road safety**

Economic and Social Council resolution

2007/6	**Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals**

Economic and Social Commission for Asia and the Pacific resolutions

60/4	**Intergovernmental Agreement on the Asian Highway Network**
61/11	**Implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries**
62/4	**Intergovernmental Agreement on the Trans-Asian Railway Network**
63/9	**Implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011)**
64/4	**Implementation of the Seoul Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific**
64/5	**Establishment of the Forum of Asian Ministers of Transport**
66/4	**Implementation of the Bangkok Declaration on Transport Development in Asia**
66/5	**Implementation of the Jakarta Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific**
66/6	**Improving road safety in Asia and the Pacific**

Subprogramme 4
Environment and development

General Assembly resolutions

58/217	**International Decade for Action, "Water for Life", 2005-2015**
59/228	**Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources**
60/197	**Protection of global climate for present and future generations of mankind**
60/199	**Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme**
61/195	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
61/206	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
62/189	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
64/198	**Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015**
64/206	**Promotion of new and renewable sources of energy**
64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolution

2006/49	**Outcome of the sixth session of the United Nations Forum on Forests**

Economic and Social Commission for Asia and the Pacific resolutions

63/6	**Implementation of intercountry energy cooperation to enhance energy security for sustainable development with a view to widening access to energy services in least developed countries, landlocked developing countries and small island developing States**

64/3	**Promoting renewables for energy security and sustainable development in Asia and the Pacific**

Subprogramme 5
Information and communications technology and disaster risk reduction

General Assembly resolutions

59/233	**Natural disasters and vulnerability**
60/195	**International Strategy for Disaster Reduction**
60/196	**Natural disasters and vulnerability**
60/252	**World Summit on the Information Society**
61/110	**United Nations Platform for Space-based Information for Disaster Management and Emergency Response**
61/131	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development**
61/132	**Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster**
61/198	**International Strategy for Disaster Reduction**
61/200	**Natural disasters and vulnerability**
62/192	**International Strategy for Disaster Reduction**
64/200	**International Strategy for Disaster Reduction**
64/251	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development**

Economic and Social Council resolutions

2005/40	**Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development**
2006/46	**Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development**
2007/8	**Flow of information for the follow-up to the World Summit on the Information Society**
2008/3	**Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society**

Economic and Social Commission for Asia and the Pacific resolutions

61/6	**Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development**

62/5	Building the information society in Asia and the Pacific
62/7	Strengthening regional cooperation and coordination of early warning system arrangements for tsunamis through the Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia
62/11	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
63/10	Review of modalities for regional cooperation in natural disaster management, in particular the establishment of an Asian and Pacific centre for information, communication and space technology-enabled disaster management
64/2	Regional cooperation in the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters in Asia and the Pacific
64/10	Review of the operational details of the feasibility study for the establishment of an Asian and Pacific centre for information, communications and space technology-enabled disaster management
65/5	Review of the operational details of the feasibility study for the establishment of an Asian and Pacific centre for information, communication and space technology-enabled disaster management in the Islamic Republic of Iran
66/8	Review of the proposal for the establishment of the Asian and Pacific centre for information, communication and space technology-enabled disaster management in the Islamic Republic of Iran
66/14	Continuation of the Asian and Pacific Training Centre for Information and Communication Technology for Development

Subprogramme 6
Social development

General Assembly resolutions

S-26/2	Declaration of Commitment on HIV/AIDS
58/142	Women and political participation
58/145	Convention on the Elimination of All Forms of Discrimination against Women
59/27	Enhancing capacity-building in global public health
59/149	United Nations Literacy Decade: education for all
59/165	Working towards the elimination of crimes against women and girls committed in the name of honour

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
60/2	Policies and programmes involving youth
60/35	Enhancing capacity-building in public health
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/135	Follow-up to the Second World Assembly on Ageing
60/136	In-depth study on all forms of violence against women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/210	Women in development
60/230	Convention on the Elimination of All Forms of Discrimination against Women
60/262	Political Declaration on HIV/AIDS
61/106	Convention on the Rights of Persons with Disabilities
61/140	United Nations Literacy Decade: education for all
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/143	Intensification of efforts to eliminate all forms of violence against women
61/144	Trafficking in women and girls
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/165	Protection of migrants
61/208	International migration and development
62/133	Intensification of efforts to eliminate all forms of violence against women

62/205	**Second United Nations Decade for the Eradication of Poverty**
62/206	**Women in development**
64/130	**Policies and programmes involving youth**
64/131	**Realizing the Millennium Development Goals for persons with disabilities**
64/132	**Follow-up to the Second World Assembly on Ageing**
64/133	**Follow-up to the tenth anniversary of the International Year of the Family and beyond**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/139	**Violence against women migrant workers**
64/140	**Improvement of the situation of women in rural areas**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/154	**Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto**
64/166	**Protection of migrants**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/217	**Women in development**

Economic and Social Council resolutions

2003/14	**Modalities for the review and appraisal of the Madrid International Plan of Action on Ageing, 2002**
2003/44	**Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women**
2004/10	**Situation of women and girls in Afghanistan**

2004/11	**Agreed conclusions of the Commission on the Status of Women on the role of men and boys in achieving gender equality**
2004/12	**Agreed conclusions of the Commission on the Status of Women on women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding**
2006/15	**Promoting youth employment**
2006/16	**Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities**
2006/18	**Future organization and methods of work of the Commission for Social Development**
2007/32	**Joint United Nations Programme on HIV/AIDS (UNAIDS)**
2008/18	**Promoting full employment and decent work for all**
2008/20	**Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights**
2008/21	**Mainstreaming disability in the development agenda**
2008/33	**Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons**
2008/34	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**

Economic and Social Commission for Asia and the Pacific resolutions

58/4	**Promoting an inclusive, barrier-free and rights-based society for people with disabilities in the Asian and Pacific region in the twenty-first century**
59/1	**Regional action in follow-up to the Declaration of Commitment on HIV/AIDS**
59/2	**Strengthening social safety in the Asian and Pacific region**
60/2	**Regional call for action to enhance capacity-building in public health**
61/7	**Regional cooperation for the protection of vulnerable people through the promotion of economic and social aspects of human security as a follow-up to the Shanghai Declaration**
61/8	**Midpoint review of the implementation of the Biwako Millennium Framework for Action towards an Inclusive Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific**
61/12	**Regional call for action to enhance capacity-building in public health**
62/8	**Implementation of the International Plan of Action for the United Nations Literacy Decade**

63/7	**International migration and development for least developed countries, landlocked developing countries and small island developing States**
63/8	**Sustainable financing towards achieving universal health-care coverage in Asia and the Pacific**
64/8	**Regional implementation of the Biwako Millennium Framework for Action and Biwako Plus Five towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific**
64/9	**Midpoint review of the implementation of the Plan of Action on Population and Poverty adopted at the Fifth Asian and Pacific Population Conference**
65/3	**High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012**
66/9	**Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region**
66/10	**Regional call for action to achieve universal access to HIV prevention, treatment, care and support in Asia and the Pacific**
66/11	**Regional preparations for the High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012**
66/12	**Sixth Asian and Pacific Population Conference**

Subprogramme 7
Statistics

Economic and Social Council resolutions

2005/13	**2010 World Population and Housing Census Programme**
2005/36	**Statute of the Statistical Institute for Asia and the Pacific**
2006/6	**Strengthening statistical capacity**

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	**Statistical services in Asia and the Pacific**
61/2	**Statute of the Statistical Institute for Asia and the Pacific**
62/10	**Strengthening statistical capacity in Asia and the Pacific**
65/2	**Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific**

Subprogramme 8 Subregional activities for development

General Assembly resolutions

60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
63/213	Follow-up to and Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolution

2009/17	Review of United Nations support for small island developing States (E/2009/L.35 and E/2009/SR.42)

Economic and Social Commission for Asia and the Pacific resolutions

237 (XL)	The Commission's activities in the Pacific
60/6	Revitalization of the United Nations ESCAP Pacific Operations Centre
60/7	Pacific Urban Agenda
62/9	Regional follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/2	Five-year review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/7	Pacific Urban Agenda
66/13	Strengthening regional cooperation in North and Central Asia

Programme 16
Economic development in Europe

Overall orientation

16.1 The programme is under the responsibility of the Economic Commission for Europe (ECE).

16.2 Acting in its dual role as regional outpost of the United Nations and part of its regional institutional landscape, ECE will continue to pursue the key objectives shared by all the regional commissions, namely, to foster economic integration at the subregional and regional levels, to promote the regional implementation of the internationally agreed development goals, including the Millennium Development Goals, and to support regional sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and subregions. To achieve these objectives, all regional commissions, through their convening power, will continue to generate multilateral dialogue, knowledge-sharing and networking at the regional level, and will work together to promote intraregional and interregional cooperation, both among themselves and through collaboration with other regional organizations.

16.3 Taking into account the role of the regional commissions as expressed above and the goals and commitments contained in the United Nations Millennium Declaration and in the Plan of Implementation of the World Summit on Sustainable Development, the main objectives of the ECE work programme for 2012-2013 will be (a) to support the integration of countries of Eastern Europe, the Caucasus and Central Asia as well as South-East Europe into the pan-European economy, taking into account the enlarged European Union and the various integration initiatives under way in the eastern part of the region, (b) to improve the quality of life and to contribute to the sustainable development of the region, including in terms of climate change mitigation and adaptation, and (c) to enhance competitiveness, in particular in the emerging market economies and low income countries of the region, thereby contributing to their economic prosperity. ECE will engage and promote partnerships among all public and private stakeholders to achieve these objectives. In pursuing the aforesaid goals, adequate consideration will be given to the enduring effects of the economic and financial crisis in the region.

16.4 The ECE programme of work, in accordance with the strategic directions provided by member States through the 2005 workplan on ECE reform (E/ECE/1434/Rev.1) that were reaffirmed by the Commission at its sixty-third session in 2009 (decision A/63, E/ECE/1453), is designed around eight subprogrammes, namely, economic cooperation and integration, environment, housing, land management and population, statistics, sustainable energy, timber and forestry, trade and transport. The core strategy focuses on (a) the implementation of existing legally binding instruments, norms, standards and guidelines as well as negotiation of new ones based on the needs of member States, (b) the provision of technical assistance, policy advice and capacity-building to support the implementation of these norms and standards by countries with economies in transition and (c) the organization of policy debate and exchange of experience in the areas of ECE expertise, including supporting policy analysis, studies and statistics.

16.5 ECE normative work will promote greater regulatory compatibility among its member States. It will therefore stimulate transboundary cooperation, particularly in the areas of transport, trade facilitation and environmental protection. This transboundary cooperation will also contribute to the region's stability and security. It will also have a positive impact on the rest of the world, as many ECE-developed agreements and standards are increasingly being applied in countries of other regions.

16.6 Particular attention will also be given to cross-sectoral issues, in particular sustainable development, which requires the engagement of the energy, environment, housing, timber, trade and transport sectors. Further, ECE will promote gender mainstreaming in its relevant areas of activity and, as a whole, will address the gender dimension of development through the economics of gender.

16.7 Policy debate and exchange of experience among ECE member States will facilitate the identification of policies and good practices conducive to achieving the internationally agreed development goals, including the Millennium Development Goals.

16.8 ECE technical cooperation activities will be directed at the countries of Eastern Europe, the Caucasus and Central Asia, and South-East Europe. They will contribute to improving national capacities to implement legally binding instruments and other regional norms and standards, and to resolving transboundary challenges. In this respect, ECE will continue to strengthen its cooperation with the United Nations Development Programme (UNDP), at both the regional and country levels. In addition, the United Nations Special Programme for the Economies of Central Asia, jointly executed with the Economic and Social Commission for Asia and the Pacific (ESCAP), will continue to be strengthened.

16.9 Building upon the complementarity of mandates, functions and areas of expertise, ECE will strengthen its cooperation with key partners in the region, in particular with UNDP, the European Commission and the Organization for Security and Cooperation in Europe, as well as with major subregional players. The regional coordination mechanism will be used as a main channel for promoting coherence and collaboration.

Subprogramme 1
Environment

Objective of the Organization: To safeguard the environment and health, improve environmental management throughout the region and further promote integration of environmental policies into sectoral policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe	**(a) Increased number of countries applying the environmental indicators as defined in the ECE guidelines for the application of environmental indicators**

(b) Strengthened implementation of ECE regional environmental commitments by member States	**(b) Increased number of national reports received from countries indicating progress in implementing legally binding instruments**
(c) Improved environmental performance in countries with economies in transition	**(c) (i) Increased number of countries showing progress in environmental performance as measured by a set of indicators developed for environmental performance reviews**
	(ii) Increased number of recommendations which have contributed to policy formulation and implementation, as reported by the reviewed countries

Strategy

16.10 The responsibility for the subprogramme is vested in the Environment, Housing and Land Management Division. In line with its objective, the subprogramme will emphasize a country needs-based approach in carrying out its activities. It will focus on building the capacity of the countries of Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe in environmental policy and management, including for the effective implementation of environmental legislation.

16.11 The subprogramme will continue to conduct the second round of environmental performance reviews of countries with economies in transition and assist them to implement the recommendations of their national environmental performance reviews. Furthermore, it will monitor the impact of such recommendations on policy formulation and implementation. The subprogramme will also assist to build capacity for environmental observation and reporting, which will contribute to provide timely and accurate environmental data to improve monitoring and assessment in these countries. The ECE guidelines on the application of environmental indicators will be further promoted for use in member States for environmental monitoring and assessment.

16.12 While taking into account the Millennium Development Goals, the subprogramme will further promote the implementation of sustainable development in the ECE region and the outcomes of regional environment and sustainable development conferences, in particular the decisions taken by the Seventh Ministerial Conference, "Environment for Europe" (Astana, Kazakhstan, 2011).

16.13 Actions will be taken to further integrate environment into other sectoral policies through intersectoral programmes and projects, including education for sustainable development, transport, health and environment as well as water and health. It will also improve cross-border environmental security in cooperation with the other regional organizations involved. Cross-sectoral work will also include the promotion of synergies and cooperation between the ECE legally binding instruments.

16.14 Emphasis will be placed on supporting the implementation of regional and subregional agreements and action programmes, as well as multi-stakeholder processes and partnerships resulting from, inter alia, the World Summit on

Sustainable Development and from the work of the Commission on Sustainable Development, in particular by providing regional contributions to the programme cycle of the Commission.

Subprogramme 2
Transport

Objective of the Organization: To facilitate the international movement of persons and goods by inland transport modes and improve safety, environmental protection, energy efficiency and security in the transport sector to levels that contribute effectively to sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened legal and regulatory framework for international land transport covering road, rail, inland waterway and intermodal transport, including transport infrastructure, related services, and border crossing facilitation, transport of dangerous goods, vehicle construction and other transport issues	(a) (i) Increased share of the legal instruments in force relative to the total number of agreed ECE legal instruments on transport (57 legal instruments)
	(ii) The number of new vehicle regulations and amendments
	(iii) The number of international legal instruments amended to reflect the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods
(b) Greater geographical coverage and more effective implementation of the ECE legal instruments and recommendations on transport	(b) (i) Increased number of States parties to ECE legal instruments on transport
	(ii) Increased number of mechanisms in place for monitoring the implementation as agreed by member States
(c) Enhanced national capacity for the development of the pan-European and transcontinental transport infrastructure, in particular in the countries of Eastern and South-Eastern Europe, as well as in the countries of the Caucasus and Central Asia, and for the introduction of transport facilitation measures, with special attention to landlocked transition economies and their neighbours	(c) (i) Increased number of States parties to four key agreements leading to enhanced coverage of the ECE region by transport infrastructure agreements
	(ii) Increased number of ECE countries participating in subregional projects leading to enhanced coverage of the ECE region by regional and subregional transport investment plans
(d) Strengthened capacity of the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia to implement relevant ECE legal instruments, norms and standards	(d) (i) Percentage of participants who considered workshops, seminars and other capacity-building activities as useful for their future work
	(ii) Increased number of countries having established road safety improvement targets

Strategy

16.15 The responsibility for the subprogramme is vested in the Transport Division. The subprogramme will focus on four broad functional areas: legal and regulatory framework for international land transport; improved law enforcement and regulatory framework; national capacity for the development of pan-European and transcontinental transport infrastructure as well as transport and trade facilitation; and capacity-building activities in Eastern and South-Eastern Europe, the Caucasus and Central Asia.

16.16 The legal and regulatory framework for international land transport will include both new instruments and recommendations on transport issues as well as the updating and improvement of the 57 existing agreements and numerous regulations and recommendations. This will cover all modes of inland transport, including road, rail, inland waterway and intermodal, as well as special areas of interest, for example, vehicle construction and transport of dangerous goods. This will be achieved through consensus and agreement at ECE intergovernmental meetings on transport.

16.17 With regard to improved implementation and law enforcement, activities will be taken to promote new accessions to ECE legal instruments. Implementation will be promoted and surveyed through improved monitoring mechanisms for as many legal instruments as possible. To this end, the incorporation of certain ECE legal instruments (e.g., vehicle regulations and transport of dangerous goods) in the European Union Community *acquis* by the European Commission will continue to play an important role.

16.18 Emphasis will be placed on regional and subregional cooperation for enhancing national capacity for the development of transport infrastructure to support pan-European and Euro-Asian economic integration. In addition, development of Euro-Asian transport links will be promoted in cooperation with ESCAP and member States. Strengthening of transport links between Europe and Africa, and between Europe and the Middle East, including across the Mediterranean, will be promoted in cooperation with the Economic Commission for Africa and the Economic and Social Commission for Western Asia. Transport and trade facilitation will focus on transit and border-crossing facilitation. In particular, it will be mainstreamed, inter alia, through the implementation of the International Convention on the Harmonization of Frontier Controls of Goods, including pilots for the measurement of border-crossing performance. The special needs of landlocked transition economies and their transit neighbours will be serviced through technical assistance and analytical work.

16.19 Special attention will be given to further strengthening national capacity of countries in Eastern and South-Eastern Europe, the Caucasus and Central Asia to implement relevant ECE legal instruments, norms and standards through advisory missions, seminars and workshops. Capacity-building activities will be organized in cooperation with interested Governments and with the assistance of international experts and staff of the Division.

16.20 Cooperation and partnerships with the European Union and other international organizations active in the field of transport, such as the International Transport Forum, will be intensified. Cooperation will continue with the other regional commissions and with all partners in the United Nations Road Safety

Collaboration in order to improve global road safety and law enforcement in response to General Assembly resolutions. The public-private dialogue will be scaled up through closer cooperation with non-governmental organizations representing transport operators, relevant industries, transport users and consumers.

16.21 New multisectoral projects will be embarked on, with particular attention to improving energy efficiency in transport in response to global warming concerns, while existing ones (inter alia, on transport health and environment; trade and transport facilitation; global supply chains and competitiveness) will be strengthened.

16.22 The Division will continue to service the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System for the Classification and Labelling of Chemicals and its subsidiary bodies.

Subprogramme 3
Statistics

Objective of the Organization: To improve the quality of official statistics at the national and international levels, and to ensure the coordination of international statistical activities undertaken in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Streamlined activity patterns of statistical work through coordination among international organizations and elimination of overlaps and gaps	(a) (i) Number of international organizations regularly reporting their activities to the Database of International Statistical Activities maintained by ECE and regularly reviewed by the Bureau of the Conference of European Statisticians
	(ii) Number of statistical areas reviewed in-depth by the Bureau of the Conference of European Statisticians
(b) Improved availability in the ECE database of reliable, timely and comparable statistics, including gender disaggregated data for all countries in the ECE region	(b) (i) Increased number of statistical data time series available in the ECE database
	(ii) Percentage of users that express, through user surveys, satisfaction with the quality, coverage and timeliness of data contained in the ECE database
(c) Updated and newly developed standards, methodologies and practices for ensuring internationally comparable statistics	(c) (i) Number of new or revised international statistical standards and recommendations to which ECE has contributed in substance
	(ii) Number of statistical areas (according to the Database of International Statistical Activities classification) in which ECE undertakes substantive methodological work

(d) Improved assistance in the implementation of international standards and good practices in official statistics, in particular in less advanced countries of the ECE region, including on gender-sensitive indicators	(d) (i) Number of statistical areas for which technical assistance and advisory services were provided (ii) Increased percentage of national experts that express, through evaluation questionnaires, satisfaction with the relevance and quality of the ECE advisory services, training courses, and workshops

Strategy

16.23 The responsibility for the subprogramme is vested in the Statistical Division. Coordinating all international statistical activities undertaken in the region will remain a central component of the strategy under the subprogramme. The subprogramme will promote the Fundamental Principles of Official Statistics within the international statistical community and provide advice to countries on institutional frameworks of official statistics.

16.24 Concerning methodological work, the subprogramme will focus on a selected number of subject areas, in particular those where ECE can provide an added value and complement the work undertaken by other international organizations. The work will concentrate on developing and updating methodological guidelines and leading practices, and on advising national statistical offices regarding existing United Nations standards and best practices and their implementation at the national level. Public access to all meeting documents, work programmes and statistical standards and recommendations will provide the basis for transparency and accountability.

16.25 Technical cooperation activities will focus on key priorities, reflecting the needs of countries. They will be demand-driven and will focus on areas where United Nations standards exist, such as population censuses, indicators related to the Millennium Development Goals, national accounts, prices, business statistics, gender disaggregated statistics and statistical data dissemination.

16.26 The data work undertaken by the subprogramme will respond to sustained internal and external demands. Data will be accessible to the public via the Internet. A quality framework will ensure the relevance, timeliness and user-friendliness of data dissemination.

16.27 Cooperation with the statistical services of other international organizations will continue in the form of joint meetings and working groups aimed at coordinating the development of methodologies and the preparation of standards, recommendations and the compilation of best practices, as well as by using modern tools of data sharing.

Subprogramme 4
Economic cooperation and integration

Objective of the Organization: To promote a policy, financial and regulatory environment more conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations	(a) Number of policy recommendations resulting from the exchange of good practices and policy experience among member States
(b) Enhanced implementation of the aforementioned ECE policy recommendations	(b) Increased number of practical steps taken by Governments and other stakeholders to implement the policy recommendations
(c) Strengthened national capacity in countries with economies in transition to promote good practices and implement the aforementioned ECE policy recommendations	(c) Increased number of country-level follow-up activities resulting from training and other capacity-building activities

Strategy

16.28 The responsibility for the subprogramme is vested in the Economic Cooperation and Integration Division. In order to achieve its objective, the subprogramme will take up key aspects of economic development and integration and focus mainly on countries with economies in transition. It will facilitate the application of experience gained, lessons learned and good practices conducive to economic growth and innovative development. Building on the normative work carried out within the subprogramme and reflecting the changing needs of member States, recommendations aimed at further improving a policy, as well as a financial and regulatory environment for economic development, investment and innovation, will be drawn up. Drawing on progress achieved during the period 2010-2011, policy advisory services and capacity-building activities to requesting countries will be organized on the basis of the related policy dialogue, exchange of experiences and good practices as well as guidelines and other policy-related documents.

16.29 Building, inter alia, on relevant work carried out by other organizations and institutions, as well as contributions mobilized from external experts, advisers and decision makers, in particular those from countries with economies in transition, an enhanced exchange of experience and policy debate among member States and other stakeholders will take place. Thematic teams of specialists and other groups of experts involving representatives of Governments, international organizations, business associations and other stakeholders will provide a platform for the exchange of national policy experience and the identification of good practices.

Subsequently, member States are expected to apply these outputs in drawing up relevant policy recommendations, guidelines and other regulatory and normative measures. The results of the subprogramme's work will be broadly disseminated to all interested stakeholders and will serve as the basis for technical cooperation activities organized by the secretariat in cooperation with member States, such as policy advisory services and capacity-building workshops, including within the framework of the United Nations Special Programme for the Economies of Central Asia.

Subprogramme 5
Sustainable energy

Objective of the Organization: To move towards a more sustainable development path for the production and use of energy and the fuller integration of the energy infrastructure and energy markets of the countries in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the international dialogue between Governments and industry on sustainable energy development issues, in particular cleaner energy production, energy security and diversification of energy sources, with specific attention to the promotion of new and renewable energy	(a) (i) Increased percentage of participants in policy discussions, as well as discussions on technical matters, who evaluate them as being useful for decision-making (ii) Increased percentage of respondents to a web-based survey who find ECE information, technical and policy-oriented reports on sustainable energy issues very useful
(b) Progress in addressing energy conservation and efficiency issues across the ECE region, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in economies in transition	(b) (i) Increased number of energy efficiency investment projects developed under the ECE energy efficiency 21 project that have been approved for financing in economies in transition (ii) Increased percentage of participants in policy discussions who evaluate them as being useful for decision-making
(c) Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development, in particular, extension and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources	(c) (i) Increased number of professional organizations and international standard-setting organizations supporting the further development and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources, including as a basis for financial reporting standards for extractive activities

	(ii) Increased number of countries expressing their intent to apply the United Nations Framework Classification for Fossil Energy and Mineral Resources in their fossil energy and uranium resources management

Strategy

16.30 The responsibility for the subprogramme is vested in the Sustainable Energy Division. The subprogramme will promote public-private sector cooperation between Governments, energy industries, the financial community and relevant international organizations to foster sustainable energy development in member States. It will assist countries with economies in transition to integrate their energy economies and infrastructure more fully in the region and the global economy, increase energy security for importing and exporting countries alike, reduce greenhouse gas emissions through self-financing mechanisms for trading carbon emissions and coal mine methane, promote the use of new and renewable energy sources through the provision of information and technical and policy-oriented support, enhance the performance of energy industries and contribute to the long-term supply of fossil fuels through the global adoption of a classification standard for energy reserves and resources.

16.31 While taking into account the Millennium Development Goals, the subprogramme is designed to promote a sustainable energy development strategy for the ECE region, in particular, the mitigation of energy security risks, through the pursuit of sustainable energy policies in the short, medium and long terms. ECE will promote well-balanced energy network systems across the region tailored to optimize operating efficiencies and overall regional cooperation and sustained improvements in energy efficiency. The subprogramme will support the development of self-financing projects to reduce greenhouse gas emissions in economies in transition for submission to public-private sector investment funds associated with its programme of work. It will promote projects for gas infrastructure and transportation networks, with particular attention to the Caucasus, Central Asia and South-Eastern Europe. In order to promote self-financing energy efficiency improvements at a global level, ECE will develop a more systematic exchange of experiences on capacity-building, policy reforms and investment project finance among countries of other regions through their United Nations regional commissions. In the context of post-European Union enlargement, the subprogramme will assist member States with the integration of their energy economies through the compatibility of the legal, regulatory and policy measures, including business practices and the development of classification systems and guidelines, and to conduct studies on natural gas markets.

16.32 ECE will continue to coordinate its activities with other international organizations to ensure the efficient use of resources and avoid duplication. The extrabudgetary resources usually attracted by sustainable energy activities will reinforce the present structure of intergovernmental dialogue. While activities begin with policy dialogue, the subprogramme allows for policy recommendations to be implemented through international norms, standards, training programmes, technical assistance and the preparation of investment projects.

Subprogramme 6
Trade

Objective of the Organization: To facilitate trade and trade-related economic cooperation among countries of the ECE region and with the rest of the world

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business	(a) (i) The number of new and/or revised ECE recommendations, norms, standards and tools for trade facilitation and electronic business agreed upon by member States (ii) The number of downloads of key trade facilitation and electronic business recommendations, norms, standards, guidelines and tools from the ECE Internet site, as a proxy for their use (iii) The number of countries in which ECE took action in response to their requests for assistance in the promotion and implementation of trade facilitation and electronic business instruments
(b) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation	(b) The number of new and/or revised recommendations and tools for regulatory cooperation agreed upon by member States
(c) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards	(c) (i) The number of new or revised recommendations and standards on agricultural produce agreed upon by member States (ii) The cumulative total number of implementations of ECE agricultural quality standards in member States (total number of standards multiplied by total number of countries implementing them) (iii) The number of downloads of recommendations and standards on agricultural produce from the ECE Internet site, as a proxy for their use

Strategy

16.33 The responsibility for the subprogramme is vested in the Trade and Timber Division. The subprogramme supports Millennium Development Goal 8 by contributing to the establishment of an open, rule-based, predictable and non-discriminatory trading system, especially in the less economically developed and landlocked countries of the ECE region. It also takes into account the importance accorded to trade as a key vehicle for economic growth, elimination of poverty and greater regional cooperation and stability in other major United Nations documents.

16.34 The subprogramme will aim at reducing barriers to trade caused by differences in trade procedures, standards and documents as well as differences in regulatory approaches and standards for manufactured and agricultural products that hamper market access. More concretely, it will develop and promote:

(a) Simple, transparent and effective processes for global commerce through the development and maintenance of international trade facilitation instruments, especially to support international supply chains and the integration of countries into the global economy. These instruments include global standards and best practices for moving from paper-based to automated electronic processes and for the harmonization and simplification of business practices used in international trade;

(b) A predictable, transparent and harmonized regulatory environment for commerce and business through strengthening of the convergence of regulations as well as through the promotion of international standards and best practices in areas of regulatory cooperation, conformity assessment and market surveillance;

(c) Trade in agricultural produce through the development of up-to-date agricultural quality standards used by Governments for regulatory purposes and the private sector, as well as through explanatory brochures based on these standards in cooperation with the Organization for Economic Cooperation and Development Scheme for the Application of International Standards for Fruit and Vegetables.

16.35 The subprogramme will also achieve its objectives by supporting Governments, with a special emphasis on the less economically developed and landlocked countries of the region, in the national and regional adaptation and implementation of ECE trade-related standards and recommendations, including their integration into national and regional trade facilitation strategies, trade policy and regulatory regimes.

16.36 The subprogramme will draw on the work of its intergovernmental bodies and expert groups, and will reinforce cooperation with principal partners, which include the World Trade Organization, the International Organization for Standardization, the World Customs Organization, the Organization for Economic Cooperation and Development, the Food and Agriculture Organization of the United Nations (FAO), the Bank for International Settlements, the World Bank, the United Nations Conference on Trade and Development, other United Nations regional commissions and a wide variety of private sector organizations.

Subprogramme 7
Timber and forestry

Objective of the Organization: To strengthen the forest sector and its contribution to sustainable development throughout the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding, based on better monitoring of sustainable forest management, encompassing	(a) (i) Increased percentage of ECE countries able to provide satisfactory data on qualitative indicators of sustainable forest management

(i) Policies and institutions **(ii) Forest resources** **(iii) Sound use of wood, for material and energy purposes, in domestic and export markets** **(iv) The outlook for the sector in a broader, cross-sectoral context**	**(ii) Increased percentage of ECE countries able to provide satisfactory data on quantitative indicators of sustainable forest management** **(iii) Percentage of ECE countries able to provide satisfactory responses to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire (which monitors the sound use of wood)** **(iv) Percentage of policymakers and other stakeholders who regard selected policy forums and workshops as useful**
(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe to achieve sustainable forest management at the national level	**(b) Percentage of participants having used the information provided at capacity-building activities**

16.37 The responsibility for the subprogramme is vested in the Timber Section of the Trade and Timber Division. The subprogramme will aim at developing and applying analytical and monitoring tools, both on policy and on developments on the ground, collecting, validating and disseminating information and analysis, as well as stimulating the exchange of experience, best practices and joint efforts to measure progress. In addition, the subprogramme will provide a platform for topical discussions, taking into account the changing policy environment, notably as regards climate change and bioenergy. It will promote the role of forests in mitigating and adapting to climate change.

16.38 The subprogramme will promote the sustainable management of forests and the sound and legal use of forest products, for raw material and energy as well as forest services, based on appropriate policies and institutions. Priorities for 2012 2013 will be guided by the outcome of the Sixth Ministerial Conference on the Protection of Forests in Europe, as well as the continued efforts to address climate change, as requested by member States and stakeholders through the strategic review conducted in 2008.

16.39 While all countries benefit from international cooperation through the subprogramme, special attention will be paid to the countries of Eastern Europe, the Caucasus, Central Asia and the Mediterranean region to implement sustainable forest management through capacity-building activities and by promoting their involvement in international activities in the region.

16.40 As part of the strategy to implement the subprogramme, ECE will carry out its work in cooperation with FAO and the Ministerial Conference on the Protection of Forests in Europe and provide regional input to the United Nations Forum on Forests and the FAO Committee on Forestry.

16.41 To support forest management, including the use of wood and forest products that is sustainable from the ecological, economic and social perspectives, it is necessary to maintain a good balance among those three aspects, based on a strong consensus among all stakeholders about goals and methods, as well as to ensure that the strategy is well integrated into the policy framework of other sectors (the cross-sectoral approach). Achieving sustainable forest management is primarily a sovereign national responsibility. However, regional international cooperation and interregional cooperation, through the timber and forestry subprogramme and its partners, will contribute by developing and disseminating concepts and information, through communication, sharing experience and defining standard measurement tools (indicators) for sustainable forest management. At the same time, the impact of global developments will be taken into account at the regional level.

Subprogramme 8
Housing, land management and population

Objective of the Organization: To improve the housing, urban and land governance in the region as well as the necessary knowledge base on population issues, strengthening the formulation and implementation of policies, enhancing social cohesion and developing capacities at the national and local levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus and Central Asia, and South-Eastern Europe	(a) (i) Increase in the number of countries that are engaged in an ECE results-oriented assessment of their housing policies and land administration systems (ii) Increase in the number of countries that report to have taken measures to improve housing policies and land management practices
(b) Strengthened implementation by countries of ECE guidelines on housing and land management, including on energy efficiency, informal settlements, transparency in land and real estate markets and on improved safety in buildings	(b) Increase in the number of countries that report to have taken measures to implement ECE guidelines
(c) Enhanced national policy formulation on population ageing and intergenerational and gender relations, to meet the challenges of demographic change	(c) Increase in the number of countries that have adjusted their policies or introduced new measures in implementing the ECE Regional Strategy on Ageing

Strategy

16.42 The responsibility for the subprogramme is vested in the Environment, Housing and Land Management Division. The subprogramme will aim at promoting the implementation of the ECE strategy for a sustainable quality of life in human settlements in the twenty-first century and the Ministerial Declaration on Social and Economic Challenges in Distressed Urban Areas in the ECE Region. It will promote the development of affordable housing, further addressing effective management of multifamily housing estates linked to energy efficiency in housing, transparency in real estate markets as well as to improved land administration and spatial planning.

16.43 In order to contribute to the efficient and transparent governance and improvement of the urban environment, continued efforts will be made to analyse and review the existing housing situation, including: (a) maintenance, renewal and new construction, (b) energy efficiency measures and safety in buildings, and (c) legislation and housing finance. This process will lead to policy recommendations and related capacity-building activities. In addition, the subprogramme will promote the use by member States of ECE guidance in the areas of housing, including informal settlements, energy efficiency and sound real estate markets. The upgrade of land and real estate systems will be further supported in order to provide secure ownership in land, investment and other private and public rights in real estate. Regional model programmes and pilot projects as well as public-private partnerships will be encouraged.

16.44 The integration of housing policy with spatial planning, land administration, population and environmental policy will be strengthened. Such cross-sectoral issues as the energy efficiency of the housing sector and the housing needs of the low income segment of society will be addressed.

16.45 The population component of the subprogramme will promote the implementation of the ECE Regional Strategy for the Madrid International Plan of Action on Ageing to meet the challenges arising from demographic change and release the unused potential embedded in some population groups, in particular, older persons. To improve evidence-based policymaking and monitor implementation in member States, it will coordinate data collection and policy oriented research on population ageing, intergenerational and gender relations, family and fertility. Good policy practices will be exchanged and national capacities for policy formulation in response to demographic change will be developed.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/253	World Summit on Sustainable Development
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
61/210	Integration of the economies in transition into the world economy
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

63/11	**Cooperation between the United Nations and the Black Sea Economic Cooperation Organization**
63/14	**Cooperation between the United Nations and the Council of Europe**
63/15	**Cooperation between the United Nations and the Eurasian Economic Community**
63/239	**Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/281	**Climate change and its possible security implications**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/193	**Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)**
64/210	**Role of the United Nations in promoting development in the context of globalization and interdependence**
64/217	**Women in development**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolutions

1998/46	**Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields**
2006/14	**Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system**
2006/38	**Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission**
2009/12	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2009/28	**The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council**

2009/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16**

Economic and Social Council decision

1997/224	**Declaration on the Strengthening of Economic Cooperation in Europe and Plan of Action**

Economic Commission for Europe decisions

E/ECE/1434/ Rev.1	**Work Plan on ECE Reform**
A (63)	**The Work of the Economic Commission for Europe**

Subprogramme 1
Environment

General Assembly resolutions

58/217	**International Decade for Action, "Water for Life", 2005-2015**
59/228	**Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources**

Economic and Social Council resolution

2003/61	**Future programme, organization and methods of work of the Commission on Sustainable Development**

Economic Commission for Europe decisions

ECE/AC.21/ 2002/8	**Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Health and Environment**
ECE/AC.21/ 2009/2	**Report of the High-level Meeting on Transport, Health and Environment on its third session**

Subprogramme 2
Transport

General Assembly resolutions

58/9	**Global road safety crisis**
58/201	**Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries**

63/2	**Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries**
64/214	**Groups of countries in special situations: specific actions related to the particular needs and problems of Landlocked developing countries: outcome of the International Ministerial Conference of landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation**
64/255	**Improving global road safety**

Economic and Social Council resolutions

1999/65	**Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals**
2009/11	**Europe-Africa fixed link through the Strait of Gibraltar**
2009/19	**Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals**

Economic Commission for Europe decisions

ECE/AC.21/ 2002/8	**Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Environment and Health**
ECE/AC.21/ 2009/2	**Report of the High-level Meeting on Transport, Health and Environment on its Third session**

Subprogramme 3
Statistics

General Assembly resolutions

63/155	**Intensification of efforts to eliminate all forms of violence against women**
63/225	**International migration and development**
64/132	**Follow-up to the Second World Assembly on Ageing**

Economic and Social Council resolutions

1993/5	**1993 System of National Accounts**
2005/13	**2010 World Population and Housing Census Programme**

2006/6	**Strengthening statistical capacity**

Economic Commission for Europe decision

C (47)	**The Fundamental Principles of Official Statistics in the Region of the Economic Commission of Europe**

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

63/152	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
63/303	**Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development**
64/214	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation**
64/223	**Towards global partnerships**

Economic and Social Council resolution

2007/30	**Follow-up to the International Conference on Financing for Development**

Subprogramme 5
Sustainable energy

General Assembly resolution

64/206	**Promotion of new and renewable sources of energy**

Economic and Social Council resolution

2003/61	**Future programme, organization and methods of work of the Commission on Sustainable Development**

Economic and Social Council decisions

1997/226	**United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities**
2004/233	**United Nations Framework Classification for Fossil Energy and Mineral Resources**

Subprogramme 6
Trade

General Assembly resolutions

60/252	World Summit on the Information Society
63/2	Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
64/188	International trade and development
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

1991/76	Promotion of interregional cooperation in the area of international trade facilitation
2004/64	International Conference on Financing for Development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development

Economic and Social Council decision

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"

Subprogramme 7
Timber and forestry

General Assembly resolutions

54/218	Implementation of and follow-up to the outcome of the United Nations Conference on Environment and Development and the nineteenth special session of the General Assembly
61/193	International Year of Forests, 2011
62/98	Non-legally binding instrument on all types of forests

Subprogramme 8
Housing, land management and population

General Assembly resolutions

57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/132	Follow-up to the Second World Assembly on Ageing
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

United Nations Commission on Population and Development resolutions

2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals

Commission for Social Development resolution

47/3 (2009)	First review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic Commission for Europe decisions

ECE/AC.23/ 2002/2/Rev.6	Regional Implementation Strategy of the Madrid International Plan of Action on Ageing, 2002
ECE/AC.30/ 2007/6	Leon Ministerial Declaration "A Society for all Ages: Challenges and Opportunities"
ECE/HBP/120	Strategy for a sustainable quality of life in human settlements in the twenty-first century, endorsed at a ministerial meeting in 2000
ECE/HBP/142/ Add.1	Ministerial Declaration on "Social and Economic Challenges in Distressed Urban Areas in the UNECE Region", adopted in 2006

Programme 17

Economic and social development in Latin America and the Caribbean

Overall orientation

17.1 The overall purpose of the programme is to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking a comprehensive research and analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts.

17.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996, through ECOSOC resolution 553 (XXVI) the Commission was entrusted, inter alia, to collaborate with member States in analysing the development process of formulating, evaluating and monitoring public policies to provide operational services on specialized information, advisory services, training and support in regional and international cooperation.

17.3 The Commission will continue to pursue key objectives shared by all the regional commissions, to foster economic integration at the subregional and regional levels, to promote the implementation of internationally agreed development goals, including the Millennium Development Goals, and to support sustainable development by helping to bridge economic, social and environmental gaps between countries in the region and the industrialized economies.

17.4 To achieve those objectives, ECLAC will continue responding to the needs of the countries in the region, serve as a regional forum and facilitator in building regional consensuses and supporting public-policy formulation to meet the challenges facing the region; and conducting and promoting multilateral dialogue, sharing knowledge and networking at the global, regional and subregional levels. The Commission will promote intraregional and interregional cooperation between the regional commissions and collaborate with other regional organizations and United Nations institutions.

17.5 A new subprogramme on financing for development is being proposed in response to the increasing demand from member States for analysis and operational services in this field, particularly in the aftermath of the 2008-2009 financial and economic crises, which underscored the critical importance and specificities of this issue for the development agenda of the region. A growing number of countries in Latin America and the Caribbean are considered to be middle-income economies. As a result, the region's relative share of official development assistance (ODA) is decreasing and most countries are facing difficulties in obtaining full access to, and participating in the international financial markets. Therefore, a number of regional forums, including the Rio Group, have expressed the need for ECLAC to address this issue. Recently, the Committee of the Whole of ECLAC, at its twenty-fifth session, requested the secretariat to analyse this matter and recommend concrete actions. The results of that exercise are now reflected in the new subprogramme, which will be implemented within existing resources.

17.6 The Commission's overall strategy for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. The strategy will require an increase in the level of activities related to analytical, normative and advocacy work, as well as in the area of technical cooperation and support to member States in all the thematic areas covered by the programme. In formulating the present biennial programme plan, the strategic framework for the biennium 2012-2013 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the United Nations Millennium Declaration and the 2005 World Summit Outcome.

17.7 During the period 2003-2008, the economic and social performances of Latin America and the Caribbean have been encouraging. The region has experienced steady economic growth, decreased poverty levels as well as improved significant aspects of their macroeconomic management, benefiting from fiscal surpluses and a lower debt level, and thus reduced their external vulnerability. The collapse of the financial sector in industrialized countries, in late 2008, rapidly spread throughout the entire world, generating the global economic crisis and seriously impacting Latin America and the Caribbean. As a result, the region experienced a negative growth in 2009, with Mexico and Central America suffering the worst costs. The impacts were also felt in social indicators as an additional 9 million people fell into poverty in 2009 while employment conditions worsened and the informal sector grew, affecting the most vulnerable groups such as the poor, women and the young. While various signs of recovery in the region fuel the hope that economic growth would resume in 2010, persistent vulnerable conditions in the world economy still cast a sense of caution for the future.

17.8 The crisis has shed light on the structural deficits hampering the development path of Latin American and Caribbean countries and has raised questions about their ability to address the issues and the realities of the long-term sustainable development agenda. The region's development patterns in the post-crisis international environment are expected to undergo significant adjustments to adapt to the "new normality" emerging in the aftermath of the crisis, characterized by slower growth globally, weaker global trade flows with additional barriers to trade, more restrictive and limited access to international financial markets and to financing for development, new labour market dynamics likely to be marked by a "jobless recovery", and the need to enhance the capacities of Governments in mitigating the effects of economic downturns. In terms of competitiveness, the gaps to be bridged in innovation and productivity still represent a key obstacle to the success of economic growth-with-equality strategies. Other structural problems such as poverty and its intergenerational transmission, income inequality, regressive tax systems, the effects of rapid demographic change, citizen security and safety place additional demands on social public expenditure, social reforms and the development agenda shared among society actors. Finally, global challenges such as climate change and the need to develop low-carbon economies urgently require the implementation of new strategies to foster adaptation, mitigation and risk reduction as well as to enhance energy efficiency and jump-start the broad use of renewable energies. In the post-crisis context, the role of institutions and markets regulations need to be revised and the role of the State be redefined to generate the conditions for a sustainable and inclusive development that would bring the region to a new path of sustainable development with equality. Considering the complexity of the reform processes in the region and the highly evolving demands from beneficiary countries, ECLAC will continue to provide, in a timely manner, relevant analysis and policy recommendations regarding development issues. Moreover, ECLAC will work in collaboration and coordination with the Governments in the region and other counterpart institutions to ensure the link between national experiences and the national perspective, allow comparability of data and exchange of good practices, and provide effective technical cooperation services.

17.9 To meet the above-described challenges, ECLAC will focus the programme of work in the biennium 2012-2013 on the following priorities:

(a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial crises;

(b) Strengthening the region's access to financing for development and enhancing the financial architecture at the global, regional and domestic levels;

(c) Increasing the region's productive potential and reducing productivity gaps to achieve convergence with particular emphasis on innovation and new technologies;

(d) Improving the region's position in the international economy through trade, regional integration and cooperation;

(e) Promoting a social covenant by improving social equality, reducing social risks and reinforcing gender mainstreaming in public policies;

(f) Enhancing sustainable development policies, energy efficiency and addressing the impacts of climate change;

(g) Strengthening public management to enhance the role of the State in the twenty-first century;

(h) Improving institution-building related to the management of global and transboundary issues and the provision of public goods at the regional level.

17.10 To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and international levels, including South-South cooperation. ECLAC will continue to work on the integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the region's progress towards the accomplishment of the Millennium Development Goals. For that purpose, the Commission will continue to carry out regional coordination complementing the role of the resident coordinator in terms of operational work at the country level. Furthermore, ECLAC will reinforce its leading role as the convener of the Regional Coordination Mechanism of all the specialized agencies, funds and programmes of the United Nations system in the region and its active participation in the United Nations Development Group. Close collaboration will also be enhanced with the International Monetary Fund (IMF), World Bank as well as with other inter-American, Ibero-American and Bretton Woods institutions such as the Organization of American States (OAS), the Ibero-American Secretariat, and the Inter-American Development Bank (IDB). Cooperation will be pursued with relevant integration schemes and institutions at the regional and subregional levels. ECLAC will also strengthen its collaboration with private sector associations, non governmental organizations, think tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the sustainable development agenda.

17.11 The Commission will also continue to engage with the Executive Committee on Economic and Social Affairs as a key global mechanism for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objective of the Organization: To enhance regional cooperation and integration schemes at the subregional, regional and hemispheric levels through strengthening linkages between Latin American and Caribbean countries and the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value-chains by formulating and implementing trade policies and export development strategies	(a) (i) Increased number of countries in the region adopting trade and integration policies and measures to participate effectively in global and regional trade flows and value-chains in line with ECLAC recommendations (ii) Increased percentage of readers acknowledging that they benefited from the analysis and policy recommendations on trade policies and export development strategies contained in the publication *Latin America and the Caribbean in the World Economy* and other selected publications
(b) Strengthened capacity of regional stakeholders for assessing the impact and contribution of trade policy on other areas of sustainable development, including on poverty and climate change	(b) (i) Increased number of countries in the region adopting policies, mechanisms and measures in line with ECLAC recommendations to assess the impact on and contribution of trade to other areas of sustainable development

(ii) Increased number of public institutions and private organizations acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities in relation to trade and sustainable development

Strategy

17.12 Substantive responsibility for this subprogramme rests with the International Trade and Integration Division in collaboration with the Commission's offices in Washington, D.C., and Brasilia. Given the cross-cutting nature of themes, the subprogramme will collaborate with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the Millennium Declaration, in particular those related to poverty reduction and the global partnership for development.

17.13 The strategy will be aimed at generating knowledge, evaluating experience and assessing issues related to the development of a rule-based and predictable trading system; deepening and expanding economic integration schemes; maximizing the contributions of trade and integration to the region's development process and adopting a problem-solving approach to support decision-making. ECLAC will continue to strengthen its role as a forum for policy discussion and exchange of experience as a catalyst for consensus-building. The strategy will also include the provision of advisory and technical cooperation services and other capacity-building activities to support countries of the region in their efforts to strengthen and improve their relevant human and institutional capacities.

17.14 The subprogramme will focus specifically on the following areas: (a) institution-building, administration and adoption of measures in the areas of trade policy and trade promotion, negotiations and the implementation of agreements, including early warning mechanisms of protectionism among trade partners; (b) capacity-building for trade diversification and greater international competitiveness in the exports of manufactures, services and natural resource-based products; (c) deepening and expanding the integration processes within the region and with other regions and promoting South-South cooperation with special emphasis on the Asia-Pacific region from the viewpoint of participation in global supply chains; (d) initiatives in new areas of international trade, concerning sustainable development, climate change, poverty reduction, improvement of competitiveness and enhanced use of new technologies to promote productivity and connectivity as well as the Aid for Trade measures and the new forms of cooperation derived therefrom.

17.15 The main users of the subprogramme will be government authorities and officials of the countries in the region, especially those concerned with the formulation, implementation and management of strategies and policies on foreign trade and international trade negotiations, and regional integration and cooperation. Other beneficiaries will be various private-sector institutions such as producers' and exporters' associations, chambers of commerce, and other promotion and development entities. Lastly, the subprogramme will continue to hold consultations and work closely with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the World Bank, the Organization for Economic Cooperation and Development, the Latin American Economic System, IDB and OAS, the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and governmental and private entities having responsibilities in the areas of trade and integration.

17.16 The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to mobilize additional resources for technical cooperation services, particularly in the following areas: Aid for Trade, poverty and trade, public-private alliances, innovation and trade, trade competitiveness, trade facilitation, protectionism and new environmental rules, among others.

17.17 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 2
Production and innovation

Objective of the Organization: To foster productivity convergence and innovation in Latin America and the Caribbean with due consideration to sustainable development and the linkages with the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to enhance the competitiveness of their production structures	(a) (i) Increased number of countries adopting policies or measures aimed at enhancing the competitiveness of their production structures in line with ECLAC recommendations (ii) Increased number of government authorities and public institutions acknowledging that they benefited from ECLAC technical cooperation services or analytical inputs to intergovernmental meetings on fostering competitiveness
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence and innovation	(b) (i) Increased percentage of participants in seminars, workshops or training courses of the subprogramme acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence and innovation

(ii) Increased percentage of readers acknowledging benefiting from the analysis and policy recommendations on investment patterns and competitiveness contained in the publication *Foreign Direct Investment in Latin America and the Caribbean* and other selected publications of the subprogramme

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Strategy

17.18 The implementation of the subprogramme will be the responsibility of the Division of Production, Productivity and Management, which consists of three specific units restructured along the thematic lines to be addressed. Work will be carried out in coordination with other ECLAC divisions and offices, in particular the International Trade and Integration Division and the Commission's office in Buenos Aires. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the Millennium Declaration, in particular those related to reducing extreme poverty and hunger by promoting productive employment; the global partnership for development; a commitment to good governance; development and poverty reduction, nationally and internationally; and the dissemination of benefits of new technologies, especially information and communications technologies.

17.19 The subprogramme will produce economic analyses and applied research based on the generation, processing and analysis of information and indicator databases, disseminate the results and offer policy recommendations to Governments and other relevant stakeholders. It will promote policy advocacy, exchange of experiences and good practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

17.20 The subprogramme will place particular emphasis on the following areas: (a) strengthening public policy efforts to enhance competitiveness, achieve productivity convergence and meet the goals of technological and productivity development among all productive sectors and (b) fostering a comprehensive approach to innovation and technology, with emphasis on information and communications technology (ICT), biotechnology and nanotechnology.

17.21 The main beneficiaries of the subprogramme will be government authorities and public officials of the countries in the region as well as a variety of civil society organizations, academic and private-sector institutions, local, regional and subregional organizations and other organizations concerned with pertinent issues. The subprogramme will continue to carry out consultations and work in close collaboration with the specialized agencies, funds and programmes of the United Nations system and other agents at the regional and international levels concerned with the specific sectoral issues indicated above, in particular high-level authorities

in charge of innovation, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises.

17.22 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 3
Macroeconomic policies and growth

Objective of the Organization: To achieve long-term growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse and assess macroeconomic issues in line with long-term growth-enhancing policies	(a) (i) Increased percentage of readers who report having benefited from the analysis and policy recommendations on macroeconomic issues and long-term growth-enhancing policies contained in the publications *Economic Survey of Latin America and the Caribbean* and *Preliminary Overview of the Economies of Latin America and the Caribbean* and other selected publications
	(ii) Increased percentage of participants in networks organized by the subprogramme that consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as "useful" or "very useful"
(b) Increased capacity of policymakers of Latin America and the Caribbean to formulate and implement macroeconomic policies that aim at reducing economic and social vulnerability	(b) (i) Increased number of government authorities that take policy actions in line with ECLAC recommendations in the area of macroeconomic policies participation
	(ii) Increased number of institutions that consider the analysis and policy options disseminated by ECLAC through technical cooperation missions in the formulation of macroeconomic policies and measures

Strategy

17.23 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division in collaboration with the Commission's subregional headquarters in Mexico and Port-of-Spain and its offices in Buenos Aires, Brasilia, Bogotá, Montevideo and Washington, D.C., as well as other substantive divisions of ECLAC, primarily with the Statistics and Economic Projections Division, the Financing for Development Division, the Social Development Division, and the Latin American and Caribbean Institute for Economic and Social Planning.

17.24 In working towards its goal, the subprogramme will conduct applied research on the macroeconomic performance of Latin American and Caribbean countries; provide timely and accurate information, analyses and policy options and recommendations through its recurrent and specialized publications. The subprogramme will also support the setting up and operations of networks for the sharing of experiences and good practices and will provide technical cooperation activities and advisory services as requested.

17.25 The subprogramme will place emphasis on the following areas of work: (a) generation of growth and good quality employment; (b) income redistribution; (c) the increase in domestic saving in order to reduce the dependence on external saving for investment; (d) reduction of the vulnerability to fluctuations on international goods and capital markets; (e) macroeconomic incentives to foster reduction of the high dependence on commodities; (f) further lowering the debt burden and improving debt profiles; (g) the design of consistent and sustainable frameworks for financing social policies; and (h) the relation between macroeconomic policy and the increase of export linkages with the rest of the productive apparatus, with a view to maximizing their content of domestic value added.

17.26 To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will closely collaborate with its national counterparts such as ministries of finance, central banks and other stakeholders concerned with macroeconomic policies that will also be the main direct beneficiaries of the subprogramme's work. Other beneficiaries will include academia, the private sector and civil society. Collaboration with other regional and subregional institutions as well as other institutions of the United Nations such as the Department of Economic and Social Affairs and the International Labour Organization (ILO) will be pursued. Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 4
Financing for development

Objective of the Organization: To foster an efficient generation and allocation of financial resources to support development in Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean policymakers to develop counter-cyclical domestic financial instruments and early warning systems to prevent and mitigate the effects of financial crisis	(a) (i) Increased number of countries taking policy actions relating to counter-cyclical financial instruments and early warning systems in line with ECLAC recommendations
	(ii) Increased number of users of databases and selected publications of the subprogramme who acknowledge having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development
(b) Improved capacity of Latin American and Caribbean policymakers to mobilize foreign resources, generate and allocate domestic resources for financing for development in the productive, social and environmental areas	(b) Increased number of countries taking steps to enhance the mobilization of foreign resources and the generation and allocation of domestic resources in line with ECLAC recommendations
(c) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate to reshaping the global and regional financial architecture	(c) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC recommendations

Strategy

17.27 Substantive responsibility for the execution of the subprogramme will rest with the Financing for Development Division that ECLAC proposes to create by redeploying existing resources. The Division will collaborate with other ECLAC substantive divisions, especially with the Economic Development Division and Social Development Division, subregional headquarters and national offices.

17.28 The Division will provide research and accurate analyses on policy options and recommendations for action in the area of financing for development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the setting up and operations of networks for the sharing of experiences and good practices, and provide technical cooperation activities and advisory services as requested.

17.29 The subprogramme will place emphasis on the following areas of work: (a) enhancing domestic financial architecture, including microfinance, the financing of small and medium enterprises, and social protection financial schemes; (b) financial integration and cooperation issues at the regional level; and (c) the global financial system and the international financial architecture comprising issues related to multilateral financial institutions. In these three thematic areas, a cross-cutting issue will be to foster the development of counter-cyclical domestic financial instruments and early warning systems to prevent and mitigate the effects of financial crises.

17.30 The main beneficiaries of the subprogramme's activities will include central banks, ministries of finance, regional and subregional development banks, private financial intermediaries, health and pension funds authorities, governmental institutions dealing with regional integration, and academic institutions. The subprogramme will work in collaboration with institutions such the World Bank, IMF, OECD, the Bank for International Settlements and with other United Nations bodies, in particular the Department of Economic and Social Affairs and UNCTAD. Regional partner institutions will include the Andean Development Bank, the Central American Bank for Economic Integration, IDB, the Caribbean Development Bank, Banco del Sur, and the Latin American Reserve Fund.

17.31 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 5
Social development and equality

Objective of the Organization: To accelerate poverty reduction and promote social equality and cohesion in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socio-economic groups, with main attention to the poor, women, youth and children	(a) (i) Increased number of countries adopting social protection programmes and policies with a rights-besed approach and due consideration to achieving the Millennium Development Goals, in line with ECLAC inputs and recommendations
	(ii) Increased percentage of readers who acknowledge having benefited from the analysis and recommendations on social policies and programmes contained in the publication *Social Panorama of Latin America* and other selected publications

(b) Strengthened technical capacities of social policy institutions to improve the social impact of public action and to enhance dialogue with other governmental entities and stakeholders regarding the reduction of poverty and inequality	**(b) (i) Increased number of social policy institutions adopting programmes in line with ECLAC recommendations regarding institutional innovation in the social sector and new forms of articulating policymakers in the social area with the communities, private-sector entities and/or families**
	(ii) Increased number of stakeholders acknowledging that they benefited from ECLAC technical cooperation services and thematic networks to enhance dialogue and strengthen their capacities to improve the social impact of public action

Strategy

17.32 The Social Development Division will be responsible for the implementation of the subprogramme. It will work in collaboration with other ECLAC divisions, subregional headquarters and national offices. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, including those set forth in the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted by the United Nations international conferences and summits in the social sphere.

17.33 The strategy will consist of developing applied research, generating analyses, disseminating the results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnoses of social issues for application in policies and programmes. Another important element of the strategy will be to strengthen the existing networks to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, especially those concerned with the formulation, implementation and management of social policies, programmes and projects as well as regional and subregional organizations; universities and other academic institutions; research centres; and non-governmental organizations.

17.34 The subprogramme will place emphasis on the following areas of work: (a) the implementation of social protection systems based on financially sustainable mechanisms and integral solidarity frameworks; (b) the efficient use of public resources to implement broad-based policies with emphasis on the employability of family members of working age; (c) social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty including the use of ICTs in social sectors; (d) the promotion of new approaches and development of comprehensive programmes to support social progress for all societal groups, including the poor and middle-income strata; and (e) the regulation of

interactions between the main institutions involved in the social protection networks for achieving a social covenant, namely the State, the market and families.

17.35 The subprogramme will also serve as a forum and as a catalyst for policy dialogue in relation to the regional agenda for poverty and reduction of inequalities, and continue to follow up on the outcomes of the major regional and international conferences and summits, including those convened by the United Nations as well as those of the Rio Group, the Ibero-American Summit, and the European Union-Latin America and the Caribbean political dialogue, whose agendas focus on social issues. The subprogramme will continue to consult and work in collaboration with the specialized agencies, funds and programmes of the United Nations system and with other stakeholders at the regional and international levels concerned with social issues.

17.36 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 6
Mainstreaming the gender perspective in regional development

Objective of the Organization: To achieve the mainstreaming of the gender equality agenda into the sustainable development strategies of the Latin American and Caribbean countries in order to improve the living conditions of women and their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in implementing gender equality policies in the countries of the region as a follow-up to all internationally agreed development goals in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women and the Review of the Implementation of the Beijing Platform for Action in the ECLAC Region, and the Secretary-General's "UNiTE to End Violence against Women" campaign	(a) (i) Increased number of countries that have integrated additional indicators proposed by ECLAC and agreed with member States into their databases and official documents to follow up on the Millennium Development Goals, the Committee on the Elimination of Discrimination against Women, the Review of the Implementation of the Beijing Platform for Action and the commitments of the Regional Conference on Women in Latin America and the Caribbean

	(ii) Increased number of gender mainstreaming policies that utilize or have resulted from the use of the indicators developed by ECLAC to follow up on Millennium Development Goal 3, particularly in the promotion of women's economic independence and the monitoring of gender violence
(b) Progress achieved by countries of the region in the implementation of the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's participation in decision-making, recognition of women's unpaid work and the eradication of poverty and gender violence	(b) (i) Increased number of countries receiving technical cooperation from ECLAC that take action to implement the agreements reached at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on the internationally agreed commitments
	(ii) Increased number of programmes or public policies adopted by the countries of the region in response to the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean

Strategy

17.37 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the subprogramme will work in collaboration with all other ECLAC divisions, subregional headquarters and national offices, taking into account the perspective of the national mechanisms for the advancement of women. The objectives will be pursued within the framework of the internationally agreed instruments and mandates.

17.38 The subprogramme will support the activities of member States of the Regional Conference on Women in Latin America and the Caribbean and of the presiding officers of the Conference in their efforts to generate new knowledge on gender indicators and statistics, and contribute to strengthening the national capacity of countries to develop and collect gender statistics to inform decision-making in poverty alleviation and development strategies. It will also support Governments in building knowledge-based gender policies by implementing activities that favour both greater ownership of the gender agenda and due consideration to gender equality criteria in policymaking by all stakeholders. Such activities will include applied research, capacity-building, especially in the field of statistics, policy formulation and implementation, and the implementation of a collaborative strategy for mainstreaming the gender perspective in policies at the national level.

17.39 The focus of the subprogramme will be to develop new knowledge and networks that shed light on the nature of the problems of gender policies in the region; to incorporate that knowledge into the capacity-building strategy of countries and, above all, into the gender mainstreaming strategy of national mechanisms for the advancement of women. Knowledge, research findings and indicators will be used to formulate public policies on gender parity, the care economy and the eradication of poverty and violence against women.

17.40 The subprogramme will place emphasis on the following areas of work: (a) capacity-building of national mechanisms for the advancement of women; (b) training other stakeholders, such as professional staff from sectoral ministries to develop planning tools for gender mainstreaming; (c) supporting country efforts to implement time-use surveys to enhance policymaking regarding the care economy; (d) supporting country efforts to implement the Secretary-General's campaign "Unite to End Violence against Women"; (e) the incorporation of ICTs to enhance the economic empowerment of women; and (f) the production of gender indicators in consultation with member States. The subprogramme will also strengthen the use of gender indicators contained in the observatory of gender parity as a means of empowering women's participation in the decision-making process in countries of the region.

17.41 In line with General Assembly resolution 63/311, on system-wide coherence for the establishment of a new gender entity for women's rights and gender equality, the Division will network and collaborate with other United Nations entities and stakeholders in gender mainstreaming.

17.42 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases of the observatory of gender parity, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 7
Population and development

Objective of the Organization: To improve the incorporation of population issues into development policies and programmes in the countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean stakeholders to monitor population trends and tackle population and development issues for use in socio-demographic policies and programmes	(a) (i) Increased number of Latin American and Caribbean governmental institutions using demographic knowledge and information on population and development generated by ECLAC in the framework of the 2010 round of censuses and other sources of demographic data

	(ii) Increased number of downloads of Latin American and Caribbean Demographic Centre (CELADE) publications whose contents provide relevant policy analysis and recommendations for action and of CELADE data on population issues
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues	(b) Increased number of new or additional actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, 2002, the relevant goals and objectives of the Millennium Declaration and other relevant international recommendations and agreements related to the field of population and development

Strategy

17.43 The Latin American and Caribbean Demographic Centre of the Population Division of the Commission will be responsible for the implementation of the subprogramme. It will work in collaboration with other ECLAC divisions and offices, in particular the Social Development Division, the Division for Gender Affairs and the Statistics and Economic Projections Division. Its strategy will be to continue to serve as the technical secretariat for the Ad Hoc Committee on Population and Development and to provide support to the countries of the region in follow-up to the Programme of Action of the International Conference on Population and Development, in the fulfilment of the strategy for the implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in monitoring the achievement of the goals and objectives of the Millennium Declaration and other relevant international conferences.

17.44 In order to help the region face those challenges, specialized advisory and technical cooperation services will be provided, and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences in the design of policies and programmes tailored to the individual needs of each country. In addition, applied research and analysis, including recommendations for action, will be developed and disseminated through publications serving as reference material for countries.

17.45 From a methodological and technical viewpoint, the subprogramme will organize its work around the following areas: (a) the analysis of demographic trends; (b) the generation of data and the development of procedures, computer programs and information systems to improve the use of census data, vital statistics and surveys; (c) the inclusion of socio-demographic inputs in social programming at the national and local levels for decision-making in the design and application of public policies; and (d) regional cooperation in the area of population and development. Emphasis will be placed on the follow-up of the Programme of Action of the International Conference on Population and Development as well as the following topics: ageing and the rights of older adults; indigenous and afro-descendant persons; migration and population mobility; the socio-economic consequences of population dynamics; and training in population and development.

17.46 The main users of the outputs of the subprogramme will be the authorities and government officials and national statistical offices of the countries of the region, particularly those working on population-related issues in the ministries of planning, social programming, health, education and housing. Other users will include public, private and civil society entities responsible for the design and management of programmes, policies and projects at the national and local levels in various population-related areas, and universities and other academic institutions interested in such issues. The subprogramme will work closely with Population and Statistics Divisions of the Department of Economic and Social Affairs of the United Nations; with other Executive Committee of Economic and Social Affairs entities participating in the population cluster; with specialized bodies such as the United Nations Population Fund, the Pan American Health Organization (PAHO), the United Nations Children's Fund, ILO, the United Nations Development Fund for Women, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization and the United Nations Development Programme (UNDP); and with intergovernmental organizations such as OAS, the International Organization for Migration, the Ibero-American Youth Organization, IDB and the Ibero-American Secretariat. This collaboration will focus on both refining methodologies for population estimates and projections and harmonizing the standards for estimations and projections of the population across the organizations. CELADE will continue serving as the lead entity in the inter agency working group on international migration.

17.47 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous provision of socio-demographic data as a regional public good by means of updating and development of the CELADE website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 8
Sustainable development and human settlements

Objective of the Organization: To improve the integration of environmental and urban management considerations into economic, social and land-use policies in the framework of sustainable development and climate change

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to human settlements and to risk reduction and adaptation to climate change	(a) (i) Increased number of countries adopting policies, measures or instruments in the areas of human settlements, risk reduction and adaptation to climate change in line with ECLAC recommendations
	(ii) Percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on human settlements, risk reduction and adaptation to climate change and sustainable development contained in selected publications of the subprogramme
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements relating to sustainable development and to urban development such as those deriving from the Millennium Declaration, the United Nations Framework Convention on Climate Change, the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Meeting and the Commission on Sustainable Development process and enhanced capacity of countries to implement the Rio Declaration on Environment and Development	(b) (i) Increased number of countries that adopt actions to follow up on the commitments of the international agreements related to sustainable development and to urban development in line with ECLAC recommendations
	(ii) Increased number of countries that adopt policies and measures to implement the Rio Declaration on Environment and Development

Strategy

17.48 The execution of the subprogramme will be the responsibility of the Sustainable Development and Human Settlements Division of ECLAC, in close coordination with other offices and divisions of the Commission to mainstream the comprehensive approach of sustainable development in the work programme at the department level, in particular regarding climate change and Millennium Development Goal 7. Key milestones in the process at the political and institutional levels will be the Regional Implementation Forum on Sustainable Development, to be jointly organized by ECLAC and the Commission on Sustainable Development; the process of the United Nations Framework Convention on Climate Change; and the follow-up of the agreements of the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean and the Forum of Ministers of the Environment of Latin America and the Caribbean.

17.49 At the operational level, lines of work will reflect synergies between different types of activities, namely the preparation of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogues at the country level. The scope of the subprogramme will encompass the integration of public policies and institutional development for environmental management, including urban and land-use issues. Climate change will be the core element in most of the subprogramme activities. Moreover, the execution of the subprogramme will require flexibility for addressing the changing environment in which activities take place.

17.50 The subprogramme will place emphasis on the following areas of work: (a) the evaluation of progress made in the region on sustainable development, and risk reduction and adaptation to climate change; and (b) capacity-building for the integration of sustainability criteria in public policies; environmental management, including urban issues and use of soil.

17.51 The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral authorities are also an important target group for mainstreaming sustainable development criteria and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries include regional and subregional organizations, universities, academic research centres, business sector and non-governmental organizations with an interest in the aforementioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors related to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies.

17.52 In implementing the subprogramme, the Division will continue to hold consultations and to undertake joint activities with the specialized agencies, programmes and funds of the United Nations system such as UNDP, the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat) as well as with regional and subregional development banks that deal with environmental issues.

17.53 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 9
Natural resources and infrastructure

Objective of the Organization: To foster competitiveness and socio-economic development through the sustainable management of natural resources and infrastructure services in the countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) (i) Increased number of countries adopting new policies and measures in the areas of sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations (ii) Increased number of national authorities acknowledging that they benefited from ECLAC technical cooperation services to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services	(b) Increased number of public, academic, regional and business institutions taking action to harmonize policies for the management of natural resources and/or the provision of public utilities and infrastructure services in line with ECLAC recommendations

Strategy

17.54 The Natural Resources and Infrastructure Division will be responsible for implementing this subprogramme, in close coordination with other divisions and offices of the Commission, in particular the Sustainable Development and Human Settlements Division, the Division of Production, Productivity and Management and the subregional headquarters in Mexico. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data in respect of the regulation and management of natural resources and the provision of public utilities and infrastructure services in the context of the development goals deriving from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration.

17.55 Priority will be given to the provision of technical assistance services to countries, at their request, in the regulation and management of mineral resources, energy and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability, and on the regulation of the provision of public utilities and infrastructure services. Support will be given to forums on new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also carry out training activities for decision makers, public officials and experts in the above-mentioned areas.

17.56 The subprogramme will place emphasis on the following areas: (a) ensuring a sustainable management and technological valuation of natural resources to maximize their contribution to regional development; (b) strengthening security of supply and access to energy through active policies promoting efficiency, diversification and regional integration in the short and medium terms; (c) promoting the sustainable and efficient development of infrastructure services, including the improvement of regulatory frameworks and taking into account low-carbon requirements.

17.57 The main beneficiaries of the outputs of the subprogramme will be government authorities and officials of countries in the region, especially those concerned with the areas of management for the sustainable development of natural resources, energy issues, infrastructure, and transport services. Other beneficiaries will include regional and subregional organizations, universities, academic research centres, and technical and professional and labour and business organizations. The subprogramme will continue to consult and work in close collaboration with the specialized agencies, programmes and funds of the United Nations system that participate in the Commission on Sustainable Development and with other organizations concerned with the areas of mining, energy and water resources, including the Latin American Energy Organization, the Latin American Mining Organization, the Latin American Parliament, and the Initiative for the Integration of Regional Infrastructure in South America, the Committee on Ports of the OAS, the International Association of Maritime Economists, the Central American Commission on Maritime Transport, and bilateral and multilateral organizations such as the World Bank, IDB, the Andean Development Corporation, the Association of Water and Sanitation Regulatory Entities of the Americas, the Caribbean Community and the Mesoamerica Project.

17.58 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as the participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 10
Planning of public administration

Objective of the Organization: To improve public sector management in the countries of the region with regard to economic and social planning, budgeting and local development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at both the national and subnational levels, results-based budgeting and public administration	(a) (i) Increased number of public agencies and other public entities in the region (at the national or subnational levels) receiving technical cooperation services that have adopted policies and measures in line with ECLAC recommendations in the areas of development planning, budgeting and public administration (ii) Increased number of participants acknowledging that they have benefited from the training activities of the subprogramme to improve their work in development planning, public administration and budgeting (iii) Percentage of users acknowledging that they have benefited from the analysis and policy recommendations contained in *Public Management and Development in Latin America and the Caribbean* and other selected Latin American and Caribbean Institute for Economic and Social Planning (ILPES) publications
(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at both the national and subnational levels regarding public management of development strategies with emphasis on planning, budgeting and evaluation	(b) (i) Increased number of public agencies and other key stakeholders in the region (at national or subnational levels) participating in networks and seminars organized by the subprogramme where ECLAC recommendations in the areas of development planning, budgeting, and public administration are disseminated (ii) Increased percentage of participants in forums organized by the subprogramme who acknowledge having benefited from its activities and recommendations to improve their work in development planning, fiscal management and public administration at both the national and subnational levels of government

Strategy

17.59 Substantive responsibility for the implementation of the subprogramme rests with the Latin American and Caribbean Institute for Economic and Social Planning, which serves as the Commission's training centre. Consequently, ILPES will work in close coordination with other divisions, subregional headquarters and national offices. The strategy will take into account the relevant provisions of the internationally agreed development goals, including those set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, the Millennium Declaration and the 2005 World Summit Outcome.

17.60 The activities to be implemented by ILPES will include comprehensive training and technical cooperation services to Governments and other relevant stakeholders, applied research, and the support and development of knowledge networks among stakeholders, in particular those relating to public sector performance in the region. In addition, the subprogramme will provide policy advice and proposals in development strategies and public sector economics; foster improved performance of public policies, programmes and projects; and strengthen and capitalize knowledge networks in these substantive areas. The Institute will also promote and support the setting up of new instruments for budgetary policymaking and evaluation and will disseminate sound results-based management practices in order to incorporate them into the public policy cycle. Similarly, technical cooperation services will continue to be provided to countries of the region on relevant issues and the exchange of experiences will be promoted. Technological and pedagogical innovations will also be introduced to improve the quality of training and the access of students to instruction materials and information on the network.

17.61 The main beneficiaries of the subprogramme are policymakers and officials from public authorities of the countries of the region, especially those concerned with the planning and fiscal management functions within government both at the national and subnational levels. The outputs of the subprogramme will also be used by civil society institutions and business and professional organizations, as well as universities and other academic and research institutions. Additionally, efforts will be made to develop and strengthen key partnerships with relevant multilateral development agencies in the region.

17.62 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 11
Statistics

Objective of the Organization: To foster the generation, use and incorporation of accurate, timely and relevant statistical information in economic, social and environmental development policies in countries of the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas	(a) (i) Increased percentage of compliance by countries of the region with the System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC
	(ii) Increased number of countries of the region having established indicators to follow up on the Millennium Development Goals after receiving relevant technical support from ECLAC
(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies	(b) (i) Increased number of countries that take action to implement ECLAC recommendations to monitor economic, social and environment trends and formulate evidence-based policies
	(ii) Increased number of downloads from the *Statistical Yearbook for Latin America and the Caribbean* and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region
	(iii) Increased number of users that acknowledge benefiting from the information contained in CEPALSTAT

Strategy

17.63 The Statistics Division will be responsible for the implementation of the subprogramme. Given its interdisciplinary nature, it will work in close collaboration with all other ECLAC divisions and offices and support them in the provision and analysis of statistics and data.

17.64 The strategy will be based on three activities. The first is the promotion of best practices and the dissemination and adaptation of internationally comparable methodologies. Seminars, courses and meetings will be organized and technical documentation will be prepared. Secondly, is the provision of specialized advisory and technical cooperation services to strengthen the countries' technical and institutional capacities in the statistical field as well as to organize meetings and seminars to facilitate the sharing of experiences and to promote horizontal cooperation. Support will also be given to the development of networks to strengthen the harmonization and coordination of statistical data among countries. Lastly, is the consideration of methodological development, namely, the proposal and adaptation of indicators.

17.65 During the biennium, emphasis will be placed on the following areas of work: promoting the adoption of the new recommendations for the System of National Accounts; improving basic economic statistics; facilitating the participation of countries in the International Comparison Programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

17.66 The main beneficiaries of the subprogramme will be national statistics institutions, central banks and specialized governmental agencies in Latin American and Caribbean countries. Moreover, the subprogramme will reach a broad audience in the private sector, academia and civil society.

17.67 The subprogramme, in close coordination with the Statistical Conference of the Americas of ECLAC, will carry out activities reflecting the thematic priorities identified by the Conference, as it considers national accounts, economic and environmental statistics, Millennium Development Goal indicators, social indicators and the organization of statistical systems. Each area includes both statistical development activities and new methodologies demanded by Governments and civil society to address emerging issues. The activities of the subprogramme will be coordinated with those of the working groups of the Conference. The subprogramme will also coordinate regional and some global activities, including joint activities with the United Nations Statistical Office. Collaboration will continue with other international agencies, such as IMF, WTO, PAHO, as well as with other regional commissions. The subprogramme will participate in global projects such as the International Comparison Programme. The Division will convey the region-specific experience and positions to the global forums and events, particularly but not limited to the United Nations Statistical Commission.

17.68 The subprogramme will also place its pool of statistical and methodological information at the disposal of a wide range of stakeholders: governmental agencies of Latin America and the Caribbean, as well as business and labour organizations, technical and professional institutions with links to productive sectors, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region.

17.69 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and through CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental data and indicators in the region. Another channel to each targeted beneficiaries will be the broad dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 12
Subregional activities in Mexico and Central America

Objective of the Organization: To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth in the Millennium Declaration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty eradication	**(a) (i) Increased number of institutions in the subregion from Governments, the private sector or academia whose formulation of policies and measures in the areas of social and economic development consider ECLAC analysis and policy recommendations, particularly regarding equality and poverty eradication**
	(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC products and services for economic and social policymaking, particularly regarding equality and poverty eradication
(b) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures in the areas of productive development, trade and integration	**(b) (i) Increased number of institutions in the subregion whose formulation of policies and measures for productive development, trade and integration consider ECLAC analysis and policy recommendations**
	(ii) Increased number of key stakeholders surveyed acknowledging that they have benefited from ECLAC products and services in the areas of productive development, trade and integration
(c) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures for sustainable development, including energy, agriculture and climate change	**(c) (i) Increased number of institutions in the subregion whose formulation of policies and measures for sustainable development, including agriculture, energy and climate change, consider ECLAC analysis and policy recommendations**

(ii) Increased number of key stakeholders surveyed acknowledging that they have benefited from ECLAC products and services in the areas of sustainable development, including energy, agriculture and climate change

Strategy

17.70 The ECLAC subregional headquarters in Mexico will be responsible for the execution of the subprogramme, focusing on the countries of the Central American isthmus, Cuba, the Dominican Republic, Haiti and Mexico, and in close coordination with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions of the internationally agreed development goals, stemming from the major United Nations conferences and summits in the economic and social fields, including those deriving from the Millennium Declaration.

17.71 The strategy will aim to continue strengthening the countries' capacity to formulate strategies and policies leading to the achievement of the objective, and to promote subregional and regional cooperation. It will be focused on the generation, dissemination and application of innovative and sound approaches to tackling development challenges in the subregion. The strategy will also include conducting analytical work and recommending options for public policies for consideration by member States, taking into account their different national contexts. The subprogramme will strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the creation and update of relevant databases, and the development of analytical models with quantitative and qualitative tools. Close collaboration will continue with national stakeholders and regional integration institutions, to strengthen their capacities through the provision of advisory services, training and internships and through the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned among those countries and with other regions. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, civil society entities, academic and private sector institutions, and subregional and regional entities, such as those pertaining to the Central American integration scheme. The subprogramme will further strengthen the joint initiatives currently carried out with the specialized agencies, funds and programmes of the United Nations system.

17.72 Emphasis will be placed in the following areas: (a) the Central American long-term energy development strategy; (b) trade facilitation within Dominican Republic-Central America-United States Free Trade Agreement; (c) promoting the social benefits of trade; (d) industrial policies, competitiveness and competition policies; (e) macroeconomic modelling for planning in central banks; (f) extreme natural phenomena and impact of, and response to, climate change; and (g) in-depth country analysis and technical advice.

17.73 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the website and databases of the Commission and the subregional headquarters, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 13
Subregional activities in the Caribbean

Objective of the Organization: To achieve economic transformation, social resilience and environmental sustainability in the Caribbean subregion and enhance the subregion's cooperation with Latin America

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacities of policymakers from countries in the subregion to formulate, implement and monitor measures to overcome development challenges and promote economic diversification and social transformation	(a) (i) Increased number of government institutions, policymakers and stakeholders from the private sector and academia acknowledging that they have benefited from ECLAC products and services to promote economic development and social transformation
	(ii) Increased number of countries formulating or adopting policy measures in the areas of economic and social development, trade and the environment that take into account ECLAC recommendations
(b) Enhanced capacity and technical expertise in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields, including the follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for Sustainable Development of Small Island Developing States	(b) (i) Increased number of policies, programmes and measures adopted to follow up on the major international agreements in the economic, social and environmental fields, including the follow-up to the Mauritius Strategy in line with ECLAC recommendations
	(ii) Increased number of governmental institutions and other stakeholders acknowledging that they have benefited from ECLAC technical cooperation to follow up on the major international agreements in the economic, social and environmental fields, including disaster risk management and the follow-up to the Mauritius Strategy

(c) Enhanced capacity of Caribbean Governments and institutions to promote intraregional and interregional cooperation and integration	**(c) (i) Increased number of Caribbean institutions and Governments taking action to promote intraregional and interregional cooperation and integration in line with ECLAC recommendations** **(ii) Increased number of regional initiatives adopted to promote intraregional and interregional cooperation and integration reflecting the Commission's technical inputs**

Strategy

17.74 Responsibility for the implementation of the subprogramme rests with the ECLAC subregional headquarters for the Caribbean, in close coordination with the rest of the ECLAC system. The strategy applied by the subprogramme will focus on continuing to provide technical secretariat services and support to the Caribbean Development and Cooperation Committee as a subsidiary body of ECLAC in guiding the work of the subregional headquarters to assist the countries of the subregion in the follow-up and fulfilment of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. Efforts under the subprogramme will also seek to facilitate the active engagement of countries of the subregion in the follow-up to global conferences and to establish comprehensive frameworks for monitoring, evaluating and reporting on progress made and gaps in the achievement of the Millennium Development Goals and other internationally agreed development goals.

17.75 The ECLAC subregional headquarters for the Caribbean will provide effective policy guidance to Caribbean countries and reorient its priorities to better respond to the evolving economic, social and environmental processes and thus make the subregion less vulnerable to external shocks. Specialized advisory and technical cooperation services will be provided, and workshops and seminars will be held to facilitate horizontal cooperation, networking, and the sharing of successful experiences in the design of intervention activities that recognize the individual needs of each country and seek to advance common policy solutions. Moreover, priority will be given to the development of frameworks for modelling and projections, and to facilitating monitoring and implementation in various areas of trade, economic and social development. Emphasis will be placed on strengthening national and regional capacities for monitoring and reporting progress, fostering evidence-based social policy formulation, and supporting cooperation and coordination with other subregional institutions to deliver services and analysis for the Caribbean countries in a coherent manner.

17.76 The main users of the outputs of the subprogramme will be the authorities, government officials and technical staff from public institutions of the Caribbean subregion. Other users will include public, private and civil society bodies responsible for the design and management of sustainable development programmes, policies and projects.

17.77 The subprogramme will work closely with the secretariat of the Caribbean Community, the Caribbean Development Bank, the Caribbean Community Climate Change Centre, and the secretariat of the Organization of Eastern Caribbean States, among others. The subprogramme will also continue its collaboration with the specialized agencies, funds and programmes of the United Nations system, in addition to other interested parties, in order to both refine methodologies for population estimates and projections and assess vulnerability and disaster impacts.

17.78 Finally, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the website and databases of the Commission and the subregional headquarters, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Legislative mandates (all subprogrammes)

General Assembly resolution

55/2	**United Nations Millennium Declaration**
57/144	**Follow-up to the outcome of the Millennium Summit**
57/270 B	**Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields**
58/220	**Economic and technical cooperation among developing countries**
58/230	**Follow-up to the implementation of the outcome of the International Conference on Financing for Development**
58/269	**Strengthening of the United Nations: an agenda for further change**
59/44	**Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization**
59/57	**A Fair Globalization: Creating Opportunities for All — report of the World Commission on the Social Dimension of Globalization**
59/146	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
59/258	**Cooperation between the United Nations and the Latin American Economic System**
60/1	**2005 World Summit Outcome**
60/4	**Global Agenda for Dialogue among Civilizations**
60/188	**Follow-up to and implementation of the outcome of the International Conference on Financing for Development**

60/204	**Role of the United Nations in promoting development in the context of globalization and interdependence**
60/215	**Towards global partnerships**
61/169	**The right to development**
61/207	**Role of the United Nations in promoting development in the context of globalization and interdependence**
61/211	**Third United Nations Conference on the Least Developed Countries**
62/151	**Globalization and its impact on the full enjoyment of all human rights**
62/161	**The right to development**
62/165	**Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity**
62/199	**Globalization and interdependence**
62/203	**Third United Nations Conference on the Least Developed Countries**
62/209	**South-South cooperation**
62/211	**Towards global partnerships**
62/213	**The role of the United Nations in promoting a new global human order**
63/175	**Human rights and extreme poverty**
63/178	**The right to development**
63/212	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
63/222	**Role of the United Nations in promoting development in the context of globalization and interdependence**
63/223	**Development cooperation with middle-income countries**
63/228	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
63/232	**Operational activities for development**
63/260	**Development-related activities**
63/311	**System-wide coherence**

64/1	High-level United Nations Conference on South-South Cooperation
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions and decisions

2004/45	San Juan resolution on productive development in open economies
2004/246	Regional cooperation
2004/310	Implementation of and follow-up to major United Nations conferences and summits
2006/39	Admission of Japan as a member of the Economic Commission for Latin America and the Caribbean
2007/5	Admission of the Republic of Korea as a member State of the Economic Commission for Latin America and the Caribbean
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions, including resolution 61/16
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Economic and Social Council agreed conclusions

2002/1	Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role assigned to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2009/28	The role of the United Nations system in implementing the

	ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2009/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16**

Economic Commission for Latin America and the Caribbean resolutions

595 (XXIX)	**Brasilia resolution on globalization and development**
598 (XXX)	**Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**
611 (XXX)	**Cooperation among developing countries and regions**
612 (XXX)	**San Juan resolution on productive development in open economies**
620 (XXXI)	**South-South Cooperation**
625 (XXXI)	**Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals**
626 (XXXI)	**Montevideo resolutions on shaping the future of social protection: access, financing and solidarity**
627 (XXXI)	**Admission of Japan as a Member State of the Economic Commission for Latin America and the Caribbean**
628 (XXXI)	**Admission of the Turks and Caicos Islands as an Associate Member of the Economic Commission for Latin America and the Caribbean**
635 (XXXII)	**Priorities and programme of work of the Economic Commission for the 2010-2011 biennium**
639 (XXXII)	**Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields**
640 (XXXII)	**Admission of the Cayman Islands as an associate member of the Economic Commission for Latin America and the Caribbean**
642 (XXXII)	**South-South Cooperation**

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

General Assembly resolutions

59/243	**Integration of the economies in transition into the world economy**
61/187	**International financial system and development**
61/210	**Integration of the economies in transition into the world economy**
62/185	**International financial system and development**
62/186	**External debt and development: towards a durable solution to the debt problems of developing countries**
62/204	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
63/121	**Legislative Guide on Secured Transactions of the United Nations Commission on International Trade Law**
63/199	**International Labour Organization Declaration on Social Justice for a Fair Globalization**
63/222	**Role of the United Nations in promoting development in the context of globalization and interdependence**
63/227	**Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010**
63/228	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**
63/239	**Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/277	**Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development**
64/188	**International trade and development**
64/190	**International financial system and development**

64/210	**Role of the United Nations in promoting development in the context of globalization and interdependence**
64/214	**Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**

Subprogramme 2
Production and innovation

General Assembly resolutions

56/182	**Science and technology for development**
58/207	**Human resources development**
59/220	**World Summit on the Information Society**
59/243	**Integration of the economies in transition into the world economy**
60/138	**Improvement of the situation of women in rural areas**
60/205	**Science and technology for development**
60/211	**Human resources development**
61/187	**International financial system and development**
61/188	**External debt crisis and development**
61/210	**Integration of the economies in transition into the world economy**
62/182	**Information and communication technologies for development**
62/185	**International financial system and development**
62/190	**Agricultural technology for development**
62/201	**Science and technology for development**
63/199	**International Labour Organization Declaration on Social Justice for a Fair Globalization**
63/222	**Role of the United Nations in promoting development in the context of globalization and interdependence**

63/231	**Industrial development cooperation**
63/235	**Agriculture development and food security**
63/239	**Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/277	**Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development**
64/187	**Information and communication technologies for development**
64/190	**International financial system and development**
64/193	**Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)**
64/197	**Agricultural technology for development**
64/210	**Role of the United Nations in promoting development in the context of globalization and interdependence**
64/212	**Science and technology for development**
64/224	**Agriculture development and food security**

Economic and Social Council resolutions and decisions

2003/19	**World Summit on the Information Society**
2004/68	**Science and technology for development**
2004/296	**Information and communication technologies for development**
2007/8	**Flow of information for the follow-up to the World Summit on the Information Society**
2007/36	**United Nations Public-Private Alliance for Rural Development**
2008/3	**Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society**
2008/18	**Promoting full employment and decent work for all**
2009/5	**Recovering from the crisis: a Global Jobs Pact**
2009/7	**Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society**
2009/8	**Science and technology for development**

2009/220	**Report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
549 (XXV)	**Coordination for development**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**
610 (XXX)	**Follow-up to the World Summit on the Information Society**
629 (XXXI)	**Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean**
633 (XXXII)	**Santo Domingo Resolution**
637 (XXXII)	**Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean**

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

61/188	**External debt crisis and development**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/186	**External debt and development: towards a durable solution to the debt problems of developing countries**
63/199	**International Labour Organization Declaration on Social Justice for a Fair Globalization**
63/206	**External debt and development: towards a durable solution to the debt problems of developing countries**
63/224	**Towards a New International Economic Order**
63/277	**Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development**
63/303	**Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development**
63/305	**Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development**

64/188	**International trade and development**
64/209	**Towards a New International Economic Order**

Economic and Social Council resolutions

2008/16	**Committee of Experts on International Cooperation in Tax Matters**
2008/18	**Promoting full employment and decent work for all**
2009/5	**Recovering from the crisis: a Global Jobs Pact**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
564 (XXVII)	**Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges**
571 (XXVII)	**Poverty, population and fiscal expenditures**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**

Subprogramme 4
Financing for development

General Assembly resolutions

60/35	**Enhancing capacity-building in global public health**
61/141	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
61/187	**International financial system and development**
61/188	**External debt crisis and development**
61/214	**Role of microcredit and microfinance in the eradication of poverty**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/185	**International financial system and development**
62/186	**External debt and development: towards a durable solution to the debt problems of developing countries**
62/187	**Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/205	**International financial system and development**

63/208	**Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/222	**Role of the United Nations in promoting development in the context of globalization and interdependence**
63/223	**Development cooperation with middle-income countries**
63/229	**Role of microcredit and microfinance in the eradication of poverty**
63/239	**Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus**
63/277	**Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development**
63/303	**Outcome of the Conference on the World Financial and Economic Crisis and its Impact on Development**
64/190	**International financial system and development**
64/193	**Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)**
64/208	**Development cooperation with middle-income countries**
64/210	**Role of the United nations in promoting development in the context of globalization and interdependence**

Economic and Social Council resolutions

2006/48	**Committee of Experts on International Cooperation in Tax Matters**
2007/30	**Follow-up to the International Conference on Financing for Development**
2008/14	**Follow-up to the International Conference on Financing for Development**
2008/16	**Committee of Experts on International Cooperation in Tax Matters**
2009/29	**Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16**
2009/30	**A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 5
Social development and equality

General Assembly resolutions

58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/207	Human resources development
59/148	Policies and programmes involving youth: tenth anniversary of the World Programme of Action for Youth to the Year 2000 and Beyond
59/149	United Nations Literacy Decade: education for all
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/2	Policies and programmes involving youth
60/35	Enhancing capacity-building in global public health
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/131	Implementation of the World Programme of Action Concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/141	The girl child
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

60/166	**Elimination of all forms of intolerance and of discrimination based on religion or belief**
61/106	**Convention on the Rights of Persons with Disabilities**
61/140	**United Nations Literacy Decade: education for all**
61/141	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
61/145	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
61/147	**Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
61/148	**International Convention on the elimination of All Forms of Racial Discrimination**
61/149	**Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action**
61/157	**Human rights and extreme poverty**
61/161	**Elimination of all forms of intolerance and other discrimination based on religion and belief**
61/162	**Respect for the right to universal freedom to travel and the vital importance of family reunification**
61/163	**The right to food**
61/165	**Protection of migrants**
61/208	**International migration and development**
61/214	**Role of microcredit and microfinance in the eradication of poverty**
61/295	**United Nations Declaration on the Rights of Indigenous People**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/132	**Violence against women migrant workers**
62/137	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**

62/141	**Rights of the child**
62/142	**Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
62/156	**Protection of migrants**
62/157	**Elimination of all forms of intolerance and of discrimination based on religion or belief**
62/164	**The right to food**
62/220	**Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action**
63/142	**Legal empowerment of the poor and eradication of poverty**
63/152	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
63/187	**The right to food**
63/199	**International Labour Organization Declaration on Social Justice for a Fair Globalization**
63/241	**Rights of the child**
64/130	**Policies and programmes involving youth**
64/131	**Realizing the Millennium Development Goals for persons with disabilities**
64/132	**Follow-up to the Second World Assembly on Ageing**
64/133	**Follow-up to the tenth anniversary of the International Year of the Family and beyond**
64/134	**Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/136	**Cooperatives in social development**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/146	**Rights of the child**

64/147	**Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
64/148	**Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action**
64/159	**The right to food**
64/164	**Elimination of all forms of intolerance and of discrimination based on religion or belief**
64/166	**Protection of migrants**
64/215	**Legal empowerment of the poor and eradication of poverty**

Economic and Social Council resolutions

2003/11	**Policies and programmes involving youth**
2006/4	**Sustained economic growth for social development, including the eradication of poverty and hunger**
2006/15	**Promoting youth employment**
2006/16	**Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities**
2006/27	**Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking**
2006/29	**Crime prevention and criminal justice responses to violence against women and girls**
2007/2	**The role of the United Nations system in providing full and productive employment and decent work for all**
2008/16	**Committee of Experts on International Cooperation in Tax Matters**
2008/18	**Promoting full employment and decent work for all**
2008/28	**The role of the United Nations system in implementing the ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development, adopted at the high-level segment of the substantive session of 2007 of the Economic and Social Council**
2009/5	**Recovering from the crisis: a Global Jobs Pact**

Economic Commission for Latin America and the Caribbean resolutions

564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America
609 (XXX)	Financing and management of education
615 (XXXI)	International migration

Subprogramme 6 Mainstreaming the gender perspective in regional development

General Assembly resolutions

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development
58/207	Human resources development
59/168	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/174	Second International Decade of the World's Indigenous People
59/248	World survey on the role of women in development
60/35	Enhancing capacity-building in global public health
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth study on all forms of violence against women
60/137	United Nations Development Fund for Women
60/139	Violence against women migrant workers
60/141	The girl child
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/210	Women in development

61/141	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
61/144	**Trafficking in women and girls**
61/145	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
61/165	**Protection of migrants**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/132	**Violence against women migrant workers**
62/134	**Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations**
62/137	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
62/140	**The girl child**
62/205	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
62/206	**Women in development**
63/157	**Future operation of the International Research and Training Institute for the Advancement of Women**
63/159	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/139	**Violence against women migrant workers**
64/145	**The girl child**
64/166	**Protection of migrants**
64/217	**Women in development**

64/218	**Human resources development**

Economic and Social Council resolutions

2001/5	**Agreed conclusions of the Commission on the Status of Women on thematic issues**
2003/44	**Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women**
2004/4	**Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system**
2006/9	**Future organization and methods of work of the Commission on the Status of Women**
2006/29	**Crime prevention and criminal justice responses to violence against women and girls**
2007/33	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2008/33	**Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons**
2008/34	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2009/12	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2009/16	**Working Group on Communications on the Status of Women of the Commission on the Status of Women**

Economic Commission for Latin America and the Caribbean resolutions

558 (XXVI)	**Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001**
571 (XXVII)	**Poverty, population and fiscal expenditures**
605 (XXX)	**Regional Conferences on Women in Latin America and the Caribbean**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**
615 (XXXI)	**International migration**
618 (XXXI)	**Regional Conferences on Women in Latin America and the Caribbean**
645 (XXXII)	**Regional Conferences on Women in Latin America and the Caribbean**

Subprogramme 7
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/135	Follow-up to the Second World Assembly on Ageing
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/169	Protection of migrants
61/208	International migration and development
61/295	United Nations Declaration on the Rights of Indigenous People
62/220	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
63/161	Indigenous issues
63/184	Protection of migrants
63/225	International migration and development
64/132	Follow-up to the Second World Assembly on Ageing
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/139	Violence against women migrant workers
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

64/148	**Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action**
64/166	**Protection of migrants**

Economic and Social Council resolutions and decisions

2005/13	**2010 World Population and Housing Census Programme**
2009/239	**Report of the Commission on Population and Development on its forty-second session and provisional agenda for its forty-third session**

Economic Commission for Latin America and the Caribbean resolutions

555 (XXVI)	**Latin American Demographic Centre**
556 (XXVI)	**Latin American and Caribbean Regional Plan of Action on Population and Development**
569 (XXVII)	**Latin American and Caribbean Demographic Centre — Population Division of ECLAC**
571 (XXVII)	**Poverty, population and fiscal expenditures**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**
615 (XXXI)	**International migration**
644 (XXXII)	**Population and Development: Priority activities for the period 2008-2010**

Subprogramme 8
Sustainable development and human settlements

General Assembly resolutions

59/237	**United Nations Decade of Education for Sustainable Development**
60/189	**Report of the Governing Council of the United Nations Environment Programme on its twenty-third session**
60/193	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
60/198	**Sustainable mountain development**
60/200	**International Year of Deserts and Desertification, 2006**
60/220	**Humanitarian assistance and rehabilitation for El Salvador and Guatemala**

61/195	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
61/197	**Towards the sustainable development of the Caribbean Sea for present and future generations**
61/198	**International Strategy for Disaster Reduction**
61/199	**International cooperation to reduce the impact of the El Niño phenomenon**
62/86	**Protection of global climate for present and future generations of mankind**
62/98	**Non-legally binding instrument on all types of forests**
62/196	**Sustainable mountain development**
62/197	**Promotion of new and renewable sources of energy**
62/215	**Oceans and the law of the sea**
63/210	**Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation**
63/212	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
63/214	**Towards the sustainable development of the Caribbean Sea for present and future generations**
63/215	**International cooperation to reduce the impact of the El Niño phenomenon**
63/216	**International Strategy for Disaster Reduction**
63/217	**Natural disasters and vulnerability**
63/218	**Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa**
63/219	**Convention on Biological Diversity**
63/221	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
63/281	**Climate change and its possible security implications**
64/71	**Oceans and the law of the sea**
64/73	**Protection of global climate for present and future generations of humankind**

64/199	**Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States**
64/200	**International Strategy for Disaster Reduction**
64/202	**Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa**
64/203	**Convention on Biological Diversity**
64/205	**Sustainable mountain development**
64/206	**Promotion of new and renewable sources of energy**
64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolutions

2006/49	**Outcome of the sixth session of the United Nations Forum on Forests**
2009/28	**The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
594 (XXIX)	**World Summit on Sustainable Development**
602 (XXX)	**Monitoring sustainable development in Latin America and the Caribbean**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**

Subprogramme 9
Natural resources and infrastructure

General Assembly resolutions

58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/5	Improving global road safety
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/86	Protection of global climate for present and future generations of mankind
62/98	Non-legally binding instrument on all types of forests
62/196	Sustainable mountain development
62/197	Promotion of new and renewable sources of energy
63/2	Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
63/210	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
63/212	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
63/228	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

64/73	Protection of global climate for present and future generations of humankind
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/202	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/205	Sustainable mountain development
64/206	Promotion of new and renewable sources of energy
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
64/255	Improving global road safety

Economic and Social Council resolutions and decisions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development (subprogrammes 8 and 9)
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America
635 (XXXII)	Priorities and programme of work of the Economic Commission for the 2010-2011 biennium

Subprogramme 10
Planning of public administration

General Assembly resolutions

58/231	**Public administration and development**
59/55	**Public administration and development**

Economic and Social Council resolutions and decisions

2004/233	**United Nations Framework Classification for Fossil Energy and Mineral Resources**
2008/32	**Report of the Committee of Experts on Public Administration on its seventh session**
2009/18	**Report of the Committee of Experts on Public Administration on its eighth session**

Economic Commission for Latin America and the Caribbean resolutions

340 (AC.66)	**Eighth extraordinary session of the Committee of the Whole of ECLAC**
552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
554 (XXVI)	**Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning**
564 (XXVII)	**Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges**
581 (XXVIII)	**Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning**
597 (XXX)	**Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning**
608 (XXX)	**Promotion of coordination in studies and activities concerning South America**
630 (XXXI)	**Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning**
635 (XXXII)	**Priorities and programme of work of the Economic Commission for the 2010-2011 biennium**
636 (XXXII)	**Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning**

Subprogramme 11
Statistics

General Assembly resolutions

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity
2009/237	Report of the Statistical Commission on its fortieth session and provisional agenda and dates for the forty-first session of the Commission

Economic Commission for Latin America and the Caribbean resolutions

580 (XXVIII)	Establishment of the statistical conference of the Americas of the Economic Commission for Latin America and the Caribbean
617 (XXXI)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean
638 (XXXII)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 12
Subregional activities in Mexico and Central America

General Assembly resolutions

56/182	Science and technology for development

58/117	**International assistance to and cooperation with the Alliance for the Sustainable Development of Central America**
58/148	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
58/228	**Third United Nations Conference on the Least Developed Countries**
58/239	**The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development**
59/174	**Second International Decade of the World's Indigenous People**
59/241	**International migration and development**
59/244	**Third United Nations Conference on the Least Developed Countries**
60/136	**In-depth studies on all forms of violence against women**
60/137	**United Nations Development Fund for Women**
60/193	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
60/195	**International Strategy for Disaster Reduction**
60/211	**Human resources development**
60/220	**Humanitarian assistance and rehabilitation for El Salvador and Guatemala**
61/165	**Protection of migrants**
61/195	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
61/198	**International Strategy for Disaster Management**
61/199	**International cooperation to reduce the impact of the El Niño phenomenon**
61/201	**Protection of global climate for present and future generations of mankind**
61/208	**International migration and development**
62/86	**Protection of global climate for present and future generations of mankind**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**

62/182	**Information and communication technologies for development**
62/189	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
62/192	**International Strategy for Disaster Reduction**
62/194	**Convention on Biological Diversity**
62/197	**Promotion of new and renewable sources of energy**
62/198	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
62/201	**Science and technology for development**
62/205	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
62/206	**Women in development**
63/184	**Protection of migrants**
63/216	**International Strategy for Disaster Reduction**
63/217	**Natural disasters and vulnerability**
63/221	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
63/281	**Climate change and its possible security implications**
64/71	**Oceans and the law of the sea**
64/73	**Protection of global climate for present and future generations of humankind**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/187	**Information and communication technologies for development**

64/200	**International Strategy for Disaster Reduction**
64/203	**Convention on Biological Diversity**
64/206	**Promotion of new and renewable sources of energy**
64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
64/212	**Science and technology for development**
64/217	**Women in development**
64/218	**Human resources development**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolutions

2003/17	**Programme of Action for the Least Developed Countries**
2004/52	**Long-term programme of support for Haiti**
2004/68	**Science and technology for development**
2008/10	**Ad Hoc Advisory Group on Haiti**
2008/34	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2009/4	**Ad Hoc Advisory Group on Haiti**
2009/28	**The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
606 (XXX)	**Support for the United Nations Stabilization Mission in Haiti**
615 (XXXI)	**International migration**
622 (XXXI)	**Central American Economic Cooperation Committee**
624 (XXXI)	**Support for the United Nations Stabilization Mission in Haiti**
637 (XXXII)	**Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean**

Subprogramme 13
Subregional activities in the Caribbean

General Assembly resolutions

S-22/2	**Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States**
58/148	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
59/138	**Cooperation between the United Nations and the Caribbean Community**
59/230	**Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development**
60/130	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
60/189	**Report of the Governing Council of the United Nations Environment Programme on its twenty-third session**
61/145	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
61/197	**Towards the Sustainable Development of the Caribbean Sea for present and future generations**
61/198	**International Strategy for Disaster Management**
61/199	**International cooperation to reduce the impact of the El Niño phenomenon**
61/200	**Natural disasters and vulnerability**
61/206	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
62/86	**Protection of global climate for present and future generations of mankind**
62/131	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
62/182	**Information and communication technologies for development**
62/192	**International Strategy for Disaster Reduction**

62/194	**Convention on Biological Diversity**
62/197	**Promotion of new and renewable sources of energy**
62/198	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
62/201	**Science and technology for development**
62/205	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
62/206	**Women in development**
62/215	**Oceans and the law of the sea**
63/212	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**
63/214	**Towards the sustainable development of the Caribbean Sea for present and future generations**
63/216	**International Strategy for Disaster Reduction**
63/217	**Natural disasters and vulnerability**
64/71	**Oceans and the law of the sea**
64/73	**Protection of global climate for present and future generations of humankind**
64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/137	**Intensification of efforts to eliminate all forms of violence against women**
64/140	**Improvement of the situation of women in rural areas**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/187	**Information and communication technologies for development**
64/199	**Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States**
64/206	**Promotion of new and renewable sources of energy**

64/207	**Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)**
64/236	**Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development**

Economic and Social Council resolutions

2003/51	**Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations**
2004/46	**Support for the United Nations Stabilization Mission in Haiti**
2004/52	**Long-term programme of support for Haiti**
2004/53	**Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations**
2004/68	**Science and technology for development**
2009/17	**Review of United Nations support for small island developing States**
2009/28	**The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council**

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	**Strengthening sustainable development in Latin America and the Caribbean**
574 (XXVII)	**Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council**
600 (XXX)	**Caribbean Development and Cooperation Committee**
606 (XXX)	**Support for the United Nations Stabilization Mission in Haiti**
615 (XXXI)	**International migration**
621 (XXXI)	**Caribbean Development and Cooperation Committee**
624 (XXXI)	**Support for the United Nations Stabilization Mission in Haiti**
629 (XXXI)	**Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean**
641 (XXXII)	**Caribbean Development and Cooperation Committee**

Programme 18

Economic and social development in Western Asia

Overall orientation

18.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region, and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and with other countries of the world. ESCWA is responsible for the implementation of the programme.

18.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) and 1985/69, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. Further direction is provided in Economic and Social Council resolution 2005/50, in which ESCWA was requested to provide support to member countries in realizing the Millennium Development Goals, including by building capacities to formulate policies, monitor the progress made and measure its impact and prepare regional reports. In addition, in its resolution 269 (XXIV), the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and, through the Commission's lead role in the Regional Coordination Group, foster partnerships and cooperation with those organizations.

18.3 Together with the other regional commissions, ESCWA will continue to pursue work aimed at promoting regional and subregional economic integration, as well as implementation of the internationally agreed development goals, including the Millennium Development Goals, and support for sustainable development. As the regional arms of the United Nations, the regional commissions will use their convening power to continue to advance multilateral dialogue, support regional networks and the sharing of knowledge, and will strive to further intra- and interregional cooperation among themselves, as well as with other regional and subregional entities. The Commission will continue to engage with the Executive Committee on Economic and Social Affairs as a key global body for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.

18.4 In the biennium 2012-2013, ESCWA will pursue its programme objectives by promoting economic and social integration at both the subregional and regional levels, and fostering solidarity in the international political arena and global economy. Regional integration will be scaled up to cover the Arab region through continued strategic partnership with the Economic Commission for Africa Subregional Office for North Africa, and with regional and subregional organizations such as the League of Arab States (LAS) and the Gulf Cooperation Council (GCC). The programme comprises seven interdependent subprogrammes that focus on four regional priority areas and three cross-cutting issues, namely:

(a) Stimulating sustainable management of natural resources, with emphasis on water, energy and the productive sectors, while incorporating climate change responses to sectoral strategies and plans;

(b) Promoting integrated social policies;

(c) Stimulating sustainable economic development based on hi
productivity and competitiveness and through regional integration and cooper
in a globalizing world;

(d) Accelerating the development, adaptation, diffusion and use of adva
technology, in particular information and communications technology;

(e) Enhancing statistical capacity development;

(f) Promoting gender mainstreaming, the advancement of women and t
effective participation and involvement;

(g) Promoting peacebuilding and mitigating the impact of conflict, its
causes and spillover effects on sustainable development.

18.5 The current global financial crisis has had a negative impact on econo
performance in the region, resulting in plunging financial markets and real e
asset prices, the collapse of commodity prices and a decline in export earnings.
resulting contraction in economic activity has led to mounting unemploym
Consequently, the need for proactive employment policies to absorb the gro
labour force in the region, particularly aimed at young people and women, is
pressing than ever.

18.6 The development and implementation of integrated social policies are yet t
given the same level of consideration as economic policies, despite develop
experience showing that economic growth, on its own, does not lead to equit
and inclusive development, social justice and social stability. In this reg
particular attention should be paid to both the equitable provision of public serv
and the integration of key social groups — including women and youth — into
process of development. In addition, greater emphasis should be given to enhan
good governance to ensure that effective processes and mechanisms are establi
to facilitate transparent and participatory policy formulation and implementation

18.7 The region is characterized by large gas and oil reserves and production,
dependency and scarce water resources. The water shortage challenge is ampli
by factors such as rapid population growth and the overexploitation of avail
water resources, and will be further exacerbated by climate change, whic
expected to increase the proportion of areas affected by droughts, produ
significant negative effects on agricultural productivity and other productive sec
which may undermine national and regional development agendas. As such, ESC
will continue to support member countries in building capacities to sustain
manage water and energy resources, in line with the Plan of Implementation of
World Summit on Sustainable Development (Johannesburg Plan of Implementati
by promoting integrated water resources management practices to facilitate prog
in the implementation of the targets on water and sanitation of Goal 7 of
Millennium Development Goals. Advocating for improved energy access in
areas, and the efficient use of energy sources (cleaner fuels, renewable en
resources, etc.) will remain a key priority. ESCWA will also provide techn
advice to incorporate climate change adaptation and mitigation responses
sectoral strategies and plans, by preparing regional assessments of the impac
climate change on water resources, advancing the role of the energy secto
reducing greenhouse gas emissions, and supporting member countries to ut
available international resources for supporting relevant projects. Furtherm
ESCWA will continue to strengthen capacity in member countries to imp

sustainable rural livelihoods, and increase the productivity and competitiveness of small and medium-scale enterprises.

18.8 ESCWA will pursue an integrated approach to development with a view to balancing economic growth and social equity in the region while paying special consideration to the least developed and conflict-stricken countries. To this end, efforts will be made towards supporting the design and implementation of national policies to promote an equitable and inclusive process of development, enhancing regional capacity to collectively address crucial existing and emerging challenges, through the promotion of regional integration initiatives, advances in intraregional trade and investment, the development of an integrated transport and communications infrastructure, and the facilitation of trade and transport.

18.9 The marginalization of women and their limited access to information and resources hinder the development process in Arab countries. ESCWA will support efforts to enhance gender equality and the advancement of women through: (a) sharing of documentation and exchange of best practices within the region; (b) capacity-building of national machineries for women to better uphold their role and responsibilities; (c) providing technical expertise in gender mainstreaming; and (d) implementing and monitoring international conventions and conferences.

18.10 ESCWA will strive to promote the development of knowledge-based economies in the region through analysis and normative activities, to build local capacity in information and communications technology and to narrow the digital divide. This will be coupled with the formulation of coordinated strategies and action plans for the development of the information and communications technology sector within the framework of the World Summit on the Information Society.

18.11 Developing statistical capacity continues to be essential in order to enhance the ability of countries in the region to generate timely, reliable, comparable and gender-disaggregated statistics for informed policymaking and programme development, and for tracking progress realized in achieving internationally agreed development goals, including the Millennium Development Goals.

18.12 Security and stability are the minimum conditions for sustainable human development and the full realization of human potential. However, continued instability, conflict and occupation and their spillover effects are a driving force of the development deficit in ESCWA member countries. In partnership with its member countries, other United Nations system offices and other multilateral and regional institutions, ESCWA activities will aim to minimize the ramifications of long-running instability by assisting member countries in formulating conflict prevention, reconciliation and revitalization policies within development programmes that are resilient to continuous crisis. ESCWA will also assist member countries to formulate and implement policies and programmes that address the economic and social spillover effects generated by conflict and/or occupation as well as the impact of emerging global challenges on the most vulnerable ESCWA member countries, in particular the least developed countries. ESCWA will build on its comparative advantage and established in-house expertise in identifying and mainstreaming good governance models catering to the specificities of ESCWA member countries, and modernizing State structures related to peacebuilding efforts with the goal of achieving stability and sustainable development in the region.

18.13 ESCWA will continue to carry out analytical and normative work, supplemented by the provision of technical cooperation support in line with the articulated needs of ESCWA member countries. It will act as a facilitator for the exchange of knowledge and information by providing a forum for networking and multilateral dialogue on regional and global development issues, while paying due consideration to the advancement of South-South cooperation. Special attention will be given to the promotion of gender mainstreaming through the programme of work of the organization and within the Commission, in pursuance of the global priorities of the United Nations. Similarly, lessons derived from evaluation exercises will be consolidated to improve the design and performance of programmes, in view of the United Nations commitment to encourage and support evaluation practices to enhance learning and accountability.

18.14 The regional support provided by ESCWA should contribute towards:

(a) Increased national capacity to devise and apply comprehensive, equitable economic and social policies and programmes, and to deal with transboundary issues;

(b) Improved coordination of the efforts and resources of United Nations bodies with a view to providing joint responses in tackling multifaceted problems that the countries of the region face;

(c) Enhancing the work of the Economic and Social Council and its functional commissions in reviewing and appraising the progress made in the implementation of the outcomes of the United Nations conferences and summits;

(d) Increased knowledge-sharing and South-South cooperation between the countries of the region and with countries in other regions, thereby furthering the promotion of intra- and interregional collaboration;

(e) Enhancing the development capacity and utilization of the knowledge capital in the region.

18.15 It is anticipated that the consultations which have taken place among the thematic clusters of the Executive Committee on Economic and Social Affairs will contribute to enhanced coordination and increased collaboration in major common work areas of the United Nations Secretariat dealing with economic and social development. Moreover, through its leadership of the regional coordination mechanism, ESCWA strives to facilitate consultation processes among the United Nations entities concerned, leading to the identification of priority areas where collective support for development interventions could be provided, whether at the level of the ESCWA region or in the broader context of the Arab region.

Subprogramme 1
Integrated management of natural resources for sustainable development

Objective of the Organization: To achieve integrated sustainable management of natural resources in the ESCWA region, with emphasis on water, energy and the production sectors, while incorporating climate change responses into sectoral strategies and plans

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced technical, human and institutional capacities of member countries to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of energy and water resources in line with the Johannesburg Plan of Implementation	**(a) (i) Increased number of positive responses, in follow-up surveys received from member countries and regional stakeholders, expressing satisfaction with ESCWA expert meetings and advisory and capacity-building services targeted at achieving their sustainable development goals**
	(ii) Increased number of measures designed and implemented by member countries, with ESCWA support, for the integrated sustainable management of natural resources, in line with the Johannesburg Plan of Implementation
(b) Enhanced capacity of Governments and other public and private stakeholders to incorporate climate change responses into sectoral strategies and plans, and to stimulate financial and technical supports for the inclusion of climate change issues into plans and strategies	**(b) (i) Increased number of countries implementing sustainable energy plans and initiatives including projects formulated or implemented with ESCWA support and financed through the clean development mechanism and other international financing mechanisms**
	(ii) Increased number of partners contributing to the preparation of ESCWA regional assessments and measures for climate change adaptation
(c) Strengthened capacity in member countries to develop and apply best practices and plans for improving sustainable agriculture and rural livelihood and increasing the productivity and competitiveness of small and medium-scale enterprises, in support of achieving the Millennium Development Goals	**(c) (i) Increased number of measures taken by small and medium-scale enterprises, with ESCWA assistance, to adopt environmentally sound technologies and their possible applications for sustainable rural livelihoods**
	(ii) Increased number of plans developed and best practices applied by member countries, based on ESCWA initiatives and support, for enhancing access to basic energy, water and sanitation services

Strategy

18.16 The responsibility for implementing the subprogramme lies with the Sustainable Development and Productivity Division. The subprogramme will concentrate on enhancing knowledge and facilitating the formulation, adoption and implementation of integrated sustainable development strategies and policies in the light of the relevant global mandates arising from the Johannesburg Plan of Implementation, the Millennium Development Goals, in particular Goal 1 (eradicate extreme poverty and hunger) and Goal 7 (ensure environmental sustainability), as well as the outcomes of the Conference of the Parties to the United Nations Framework Convention on Climate Change at its thirteenth session, held in Bali, Indonesia, from 3 to 15 December 2007 and at its fifteenth session, held in Copenhagen, from 7 to 18 December 2009.

18.17 The subprogramme will continue to:

(a) Advocate and promote sustainable production and consumption patterns of energy and water resources, including improved access to safe drinking water and basic sanitation for a wider section of the region's population;

(b) Serve as a forum for promoting policy dialogue as a means to enhance synergy, among the countries in the region, on sustainable development priority issues including climate change adaptation and mitigation;

(c) Facilitate cooperation among its member countries on the management of shared water resources and the development of energy networks;

(d) Increase awareness of the possible impacts of climate change on water resources, and the precautionary measures and means needed to integrate climate change responses into sectoral strategies and plans;

(e) Support national and regional capacity-building, especially in the fields of integrated water resources management, energy efficiency, renewable energy applications and cleaner fossil fuels;

(f) Facilitate regional coordination and preparation for the implementation of regional and global commitments on sustainable development, in particular on the thematic areas to be addressed by the Commission on Sustainable Development.

18.18 In support of achieving the Millennium Development Goals, the subprogramme will also promote sustainable rural livelihood approaches and increase the productivity and competitiveness of small and medium-scale enterprises.

18.19 This will be achieved by undertaking quality research and analytical work; disseminating best practices; building capacity and rendering advisory services on priority sustainable development issues; promoting intra- and interregional cooperation on sustainable development and issues relating to climate change, through partnerships with other regional commissions, international mechanisms for financing actions relating to climate change, and regional organizations, in particular LAS, GCC, the United Nations Environment Programme (UNEP) Regional Office for West Asia, the secretariat of the Convention on Biological Diversity, the United Nations Educational, Scientific and Cultural Organization, the International Labour Organization and the United Nations Industrial Development Organization; and strengthening ESCWA regional mechanisms for coordination on energy and water as regional forums for advancing sustainable development issues

such as those identified in UN-Water and UN-Energy, and the UNEP Environmental Management Group.

Subprogramme 2
Social development

Objective of the Organization: To enhance the capacity of member countries to adopt social policies and institutional mechanisms that promote an equitable and inclusive process of social development, taking into consideration regional specificities

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, including for vulnerable groups	**(a) (i) Increased number of national institutions that generate knowledge and information on vulnerability and vulnerable groups, with ESCWA assistance** **(ii) Increased number of evidence-based policies and programmes on social integration initiated by member countries, with ESCWA assistance**
(b) Enhanced capacity of member countries to address the integration of various sociodemographic groups, in particular youth, the elderly and labour migrants, in the process of development	**(b) (i) Total number of countries responding, with ESCWA assistance, to the World Programme of Action on Youth** **(ii) Increased number of measures and policy provisions adopted by member countries to integrate ageing and labour mobility priorities in development plans and programmes**
(c) Enhanced partnership between Governments and civil society organizations in designing, implementing and monitoring development policies, including social policies, and related programmes and projects	**(c) (i) Increased number of advisory processes, networks and agreements on the approaches to participatory social development, local development, and related capacity-building programmes, supported by ESCWA** **(ii) Increased number of instances in which civil society organizations and other institutions are consulted in the process of design, implementation and monitoring of policies by Governments, with ESCWA assistance**

Strategy

18.20 The responsibility for implementing the subprogramme lies with the Social Development Division. The subprogramme will build on the experience gained in

previous bienniums and will continue to advocate equity, social justice, inclusion and participation as the guiding social development principles.

18.21 During the biennium 2012-2013, particular attention will be paid to promoting: (a) an integrated approach to social policy; (b) social integration at the national and local levels; (c) youth development; and (d) participatory development.

18.22 Social development requires the creation of an enabling environment for people to develop their full potential, expand their development choices and lead productive lives according to their needs and interests. Fundamental to enlarging these choices is building human capabilities: the range of things that people can do or be in life. The most basic capabilities for human development are to lead long and healthy lives, be knowledgeable, have access to opportunities and resources needed for a decent standard of living and be able to participate in the life of the community. Without these, many choices are simply not available, and many opportunities in life remain inaccessible.

18.23 Countries that have achieved higher social development dividends and equitable social well-being for all ultimately achieved those targets by creating synergy between economic and social objectives in a way that social development goals became an integral part of national development strategies. The integrated social policy framework rests on three pillars: a clear policy vision; a shared consensus; and coordinated implementation. The policy vision entails both a conviction in the need for social equity and the political will to implement integrated social policy. A shared consensus requires institutional space and mechanisms to promote the dialogue and checks and balances that are vital to ensuring citizens' participation in equitable development. The coordinated provision of social services involves a comprehensive approach to how people are involved with, receive and benefit from social services. In this regard, civil society organizations can play a critical role in terms of monitoring the impact of public and social policies on different social groups, including vulnerable groups.

18.24 Having documented and disseminated knowledge about social development approaches, tools and institutional mechanisms, the subprogramme will seek to build the capacity of member countries to mainstream social equity concerns in their public policymaking, including identifying mechanisms to finance social development. Particular efforts will be made to support member countries in formulating, implementing and monitoring social policies and strategies designed to ensure a more equitable process of human development. The subprogramme will also continue to assist member countries in the implementation of internationally agreed plans of action and recommendations, including the Millennium Development Goals.

18.25 In order to achieve the expected accomplishments, the subprogramme will undertake both normative and technical cooperation activities. The normative activities will include research and analysis on social and demographic issues, the preparation of substantive reports and the organization of expert group meetings. Technical cooperation activities will include the provision of advisory services, capacity development workshops and field projects. Partnerships will be further strengthened with other regional commissions, United Nations entities, international and regional organizations and civil society groups. In the process, the subprogramme will also act as a regional platform for the exchange of experiences, good practices and lessons learned in the field of social development, and for increased interaction between Western Asia and other regions of the world.

Subprogramme 3
Economic development and integration

Objective of the Organization: to achieve economic development and accelerate the attainment of the Millennium Development Goals through appropriate macroeconomic policies, adequate financing for development and the promotion of regional integration including transport and trade facilitation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to formulate and implement policies and measures recommended in the Monterrey Consensus and the Doha Declaration on Financing for Development, taking into consideration the consequences of the global economic and financial crisis	(a) (i) Increased number of policies and measures adopted by member countries to implement the Monterrey Consensus and the Doha Declaration on Financing for Development, taking into consideration the consequences of the global economic and financial crisis, with ESCWA assistance, through training, advisory services and technical assistance
	(ii) Increased number of policies and agreements adopted by member countries for promoting regional integration, with ESCWA assistance, through training, advisory services and technical assistance
(b) Enhanced capacity of member countries to continue the implementation of the international transport agreements concluded within ESCWA for the enhancement of regional integration, as well as the other various components of the Integrated Transport System in the Arab Mashreq including institutional frameworks, transport and trade facilitation and road traffic safety	(b) (i) Increased number of actions taken by member countries to accelerate and enhance regional integration through the implementation of the United Nations international transport agreements concluded within ESCWA on road, railway and maritime transport
	(ii) Increased number of policy measures taken by member countries, based on ESCWA recommendations, to facilitate intraregional transport and trade among member countries including the implementation of the Single Window Initiative, and the establishment and activation of the national transport and trade facilitation committees
	(iii) Increased number of measures taken by member countries, based on ESCWA recommendations, to improve road traffic safety

(c) Enhanced capacity of member countries to negotiate and implement subregional, regional and multilateral trade agreements designed to increase international trade	**(c) (i) Increased number of requests for technical assistance, including advisory services in trade policy and negotiations, to which ESCWA is able to respond to positively**
	(ii) Increased percentage of follow-up survey responses where member countries acknowledged that they benefited from ESCWA analytical outputs and capacity-building services in trade policy and trade negotiations
(d) Enhanced capacity of member countries in the region in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation	**(d) (i) Increased percentage of stakeholders in the region that, through follow-up surveys, acknowledge benefits from ESCWA analytical outputs in the area of macroeconomic policies and development strategies in designing and implementing suitable macroeconomic policies and development strategies for sustainable economic growth, employment creation and poverty alleviation**
	(ii) Increased number of macroeconomic policies and development strategies adopted by member countries based on ESCWA analytical work in these areas
(e) Strengthened capacity of policymakers in member countries and other stakeholders to design and implement policies and instruments to achieve diversified economies and create effective national and regional value chains	**(e) (i) Increased number of policy measures taken by member countries, based on ESCWA recommendations, to diversify their national economy and create effective value chains**
	(ii) Increased number of requests for technical assistance, including advisory services, in economic policy and strategic planning, that ESCWA is able to respond to positively

Strategy

18.26 The responsibility for implementing this subprogramme lies with the Economic Development and Globalization Division. The Millennium Development Goals, the revised Damascus Declaration on responding to the International Financial Crisis in the ESCWA Region, the Monterrey Consensus, the Doha Declaration on Financing for Development, the Doha Development Agenda, the Integrated Transport System in the Arab Mashreq, and the relevant General Assembly and ESCWA resolutions provide the legislative authority for the subprogramme.

18.27 To enhance the capacity of member countries in accelerating the attainment of the Millennium Development Goals, the subprogramme will continue to lead the coordination and production of a joint regional LAS-United Nations report on the Millennium Development Goals in the Arab region. The report will be policy-oriented and will suggest practical policy recommendations for member countries that should assist them in accelerating the attainment of the Goals by 2015.

18.28 To achieve its expected accomplishment in the financing for development area, the subprogramme will assist member countries to analyse and evaluate world and regional financial development and propose regional strategies and coordinated regional responses. Emphasis will be placed on the development of strategic partnerships with financial institutions and development funds to accelerate the implementation of the Monterrey Consensus and the Doha Declaration. The subprogramme will also undertake normative and analytical studies to assist policymakers in member countries to deal with issues related to financial markets development, foreign direct investment, workers' remittances, debt management, official development assistance, regional integration and globalization.

18.29 The subprogramme will focus on enhancing regional integration through building the capacities of member countries in accelerating the implementation of the United Nations international transport agreements concluded within ESCWA over the past 35 years for road, railway and maritime transport. Work will continue on the implementation of the Integrated Transport System in the Arab Mashreq including transport and trade facilitation for enhancing regional integration and South-South cooperation. Special attention will be given to the implementation of the Single Window Initiative and the continued establishment and activation of the national transport and trade facilitation committees and related regional coordination. The subprogramme will also serve as a regional platform to raise awareness about road traffic safety issues.

18.30 The subprogramme will continue to work to enhance international trade policy formulation for servicing productive capacity-building and utilization of domestic and regional markets, and intra- and interregional trade in line with regional economic agreements such as the Greater Arab Free Trade Area. It will continue to enhance the capacities of member countries in the subregional, regional and multilateral trade agreements designed to increase their international and intraregional trade and their integration into the multilateral trading system.

18.31 In the area of economic analysis, the subprogramme adopts a two-track strategy. The first track consists of:

(a) A continuous assessment of the region's macroeconomic performances for timely identification and analysis of socially inclusive macroeconomic policy issues;

(b) Economic research with modelling and forecasting techniques and normative approaches, including human rights-based approaches to development that are relevant to the regional context;

(c) Putting analytical emphasis on regional priorities such as poverty alleviation, socially inclusive macroeconomic policies consistent with long-term development goals, and employment creation, in particular among young people.

18.32 The second track will be implemented in parallel with the first, by utilizing analytical and normative outputs of the former in order to enhance technical awareness, capacity and networking on development and socially inclusive macroeconomic issues and policies in the region.

18.33 The analytical outputs of the subprogramme will be utilized in order to enhance technical awareness, capacity and networking on policies and strategies pertaining to achieving the objectives of the subprogramme. This will be carried out through organizing effective intergovernmental group meetings, expert group meetings, seminars, workshops, technical advisory services and the preparation of studies and reports. An increased interaction with global and regional stakeholders, and governmental and non-governmental bodies, will be sought to promote regional cooperation in the above-mentioned areas.

Subprogramme 4
Information and communications technology for regional integration

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Objective of the Organization: To narrow the digital divide and build an inclusive, people-centred and development-oriented information society and knowledge-based economy in the ESCWA region in accordance with the outcomes of the World Summit on the Information Society and with internationally agreed development goals and objectives, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Perceptible progress towards the development of knowledge-based economies in ESCWA member countries, substantiated by the formulation and implementation of pertinent policies and strategies	(a) (i) Increased number of member countries formulating and/or reformulating information and communications technology policies and implementation strategies, with the direct or indirect assistance of ESCWA, that emphasize the development of knowledge-based economies
	(ii) Increased number of member countries collecting reliable and gender-sensitive data, and developing indicators aimed at measuring the impact of ICT on socio-economic development, with ESCWA assistance
	(iii) Increased number of regional initiatives for the development of enabling environments towards a knowledge society achieved through partnerships and information and communications technology applications, with ESCWA assistance

(b) Enhanced capacity towards competitiveness of the information and communications technology sector in the region on the production and service delivery levels with special focus on partnerships, research, development and innovation	**(b) (i) Increased number of national and regional action plans implemented by ESCWA member countries for the development of a productive and competitive information and communications technology sector and e-services, with ESCWA assistance** **(ii) Increased number of national and regional initiatives and partnerships aimed at improving research, development and innovation in the information and communications technology sector, with ESCWA assistance**
(c) Enhanced national and regional capacity in science, technology and innovation to achieve sustainable development	**(c) (i) Increased number of member countries effectively using technology transfer for socio-economic development** **(ii) Increased number of member countries adopting national science, technology and innovation policies and strategies**

Strategy

18.34 The responsibility for implementing the subprogramme lies with the Information and Communications Technology Division. Global changes are taking place at the economic, social and cultural levels, with information and knowledge playing a major role in the move towards the information society. The accelerating development in knowledge during the past few decades has modified the principles of economic growth with the move towards a knowledge-based economy affecting all sectors of the economy. Significant differences exist in the capacity of countries to adapt to changes in technology and knowledge. Consequently, the move towards the information society constitutes a real challenge to developing countries, particularly in view of the expanding digital divide with developed countries, thus rendering them increasingly vulnerable to reductions in productivity and economic capacity. This leads, in turn, to unemployment, poverty, corruption and marginalization. Greater efforts must be exerted in order to increase literacy and education levels and tap human resources and talent, especially among women and the growing youth population. With continued monitoring of activities pertaining to the World Summit on the Information Society Geneva Plan of Action and Tunis Agenda for the Information Society, and the efforts made to implement the ESCWA Regional Plan of Action for Building the Information Society in harmonization with the Arab Information and Communications Technology Strategy of the League of Arab States, the subprogramme will strive to adapt the Summit outcomes to better serve the region and fine-tune plans of action in order to build an inclusive, people-centred information society that is based on productive national information and communications technology sectors.

18.35 The subprogramme, in its effort to meet the needs of ESCWA member countries, will carry out analytical studies, convene meetings and provide advisory services to support that endeavour, act as a catalyst for changes in policymaking in member countries and promote the adoption of a more comprehensive set of information and communications technology measurements and indicators that will help strategic decision-making to identify priority areas of policy action and measure the impact of information and communications technology on socio-economic development. It will assess and revise plans of action based on feedback from ESCWA member countries, monitor progress, evaluate impacts and benchmark national development with other countries based on international indices, with a view to improving the productivity and competitiveness of the information and communications technology sector in the region towards building a knowledge-based economy.

18.36 In order to enhance national capacity, with a special focus on human resources development, and take advantage of the digital opportunities pertaining to socio-economic development in the region, pilot field projects will be implemented in selected ESCWA member countries. Field projects will incorporate a social dimension through the active involvement of local communities, with a focus on employment of young people and the empowerment of women, in order to build a people-centred information society.

18.37 The subprogramme will continue to place special emphasis on promoting an enabling environment and harnessing the development of thematic applications of information and communications technology, including e-services and digital content in Arabic, with the aim of building on information and communications technology as an agent of change to empower citizens and improve the quality of life.

18.38 Building on the accomplishments of the previous biennium in activating partnerships for implementing information and communications technology projects, the subprogramme will enhance regional collaboration and partnerships in activities that will contribute to efforts aimed at harnessing research and development in science and technology, particularly information and communications technology, for socio-economic development. To that end, it will promote the establishment of mechanisms aimed at exchanging information and sharing knowledge among regional players and with counterparts outside the region. The subprogramme will also seek close cooperation and coordination with other ESCWA subprogrammes and with international and regional organizations including regional commissions to promote knowledge-based economies, sustainable development, measurement of the impact of information and communications technology and the empowerment of women and young people in the information society in order to achieve more effective results.

Subprogramme 5
Statistics for evidence-based policymaking

Objective of the Organization: To improve the production, harmonization and dissemination of quality demographic, social, economic and environmental indicators, including indicators on societal development and progress towards development goals, gender-disaggregated data and gender-sensitive indicators, in order to facilitate evidence-based policymaking by national and international decision makers and civil society

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in improving the national institutional framework for official statistics, particularly in conflict-stricken countries and those that are less statistically developed	(a) (i) Increased number of ESCWA member countries expressing their commitment to the Fundamental Principles of Official Statistics
	(ii) Increased number of measures taken by ESCWA member countries to improve their national institutional framework for official statistics, with ESCWA assistance
(b) Enhanced capacity of national statistical offices to produce and disseminate relevant, timely, reliable and comparable social, economic and environmental statistics and indicators, including gender-disaggregated data, in compliance with global international standards and recommendations, particularly in conflict-stricken countries and those that are less statistically developed	(b) Increased number of ESCWA member countries adopting new or revised international statistical standards (the System of National Accounts (SNA) and foundational socio-economic classifications), with particular emphasis on conflict-stricken countries and those that are less statistically developed, with ESCWA assistance
(c) Increased Government capacity to produce high-quality data on key sociodemographic, economic and environmental indicators, including indicators on development (societal development and progress towards the Millennium Development Goals), gender-disaggregated data and gender-sensitive indicators, as well as to enhance the capacity of decision makers and civil society to use this data	(c) (i) Increased number of member countries that provide at least 60 per cent of core indicators for the ESCWA statistical database
	(ii) Increased number of database queries to online ESCWA statistical databases

Strategy

18.39 The responsibility for implementing this subprogramme lies with the Statistics Division. There is a continued need to align the production and dissemination of statistics in the region with the emerging needs of society and policymakers, improving the relevance and comparability of statistics at the regional level in social, economic and cross-cutting issues. Addressing those challenges will strengthen the role of statistics in evidence-based policymaking and in monitoring and evaluating the impact of development policies.

18.40 During the biennium 2012-2013, the subprogramme will make efforts to: (a) act as a centre of excellence and a forum for exchange of views in statistical issues for ESCWA member countries; (b) concentrate on training at the national, subregional and regional levels; (c) work, in close and/or direct cooperation and coordination with professional staff in national statistical offices of member countries, on data quality assurance and the implementation of international classifications and recommendations; (d) respond to requests for technical assistance coming from member countries; (e) assist in the exchange of expertise among member countries; and (f) build trust with counterparts in ESCWA member countries.

18.41 Special attention will be paid to indicators on development for monitoring progress towards the Millennium Development Goals as well as other indicators on quality of life, well-being and societal progress, guided by the United Nations Millennium Declaration and the 2005 World Summit Outcome regarding the monitoring of the internationally agreed development goals. The subprogramme will increase its collaboration with other ESCWA subprogrammes with the aim of improving the quality of the secretariat's analytical outputs and products. The subprogramme will also collaborate with other regions, whenever this may bring benefits to ESCWA member countries. The subprogramme will also aim at enlarging the geographic scope of statistical cooperation to Arab countries in general, in collaboration with the Economic Commission for Africa, the League of Arab States and its subsidiaries, as well as with other partners.

18.42 The subprogramme will advocate the importance of full adherence to the Fundamental Principles of Official Statistics, especially those which address the following issues: (a) the importance of the impartiality of official statistics and their availability to the public; (b) the use of appropriate methods and procedures for the collection, processing, storage and presentation of statistical data; and (c) the presentation of information on sources and methods according to internationally agreed standards.

18.43 The subprogramme will continue to upgrade the knowledge and skills of the national statistical offices in order to increase the availability, frequency and timeliness of core socio-economic statistics, and adopt new and revised economic and social international classifications and standards. The capacity-building activities of the subprogramme will focus on: (a) economic statistics (short-term statistics, the System of National Accounts 2008, producer and consumer price indices, statistics on external trade in goods and services, energy and industry statistics); (b) social and demographic statistics (population and vital statistics including information on migration, household budget surveys, poverty, employment/labour, health, culture and education); and (c) cross-cutting statistical areas (gender statistics, the environment and sustainable development and issues related to societal development). The strategy is guided by Economic and Social Council resolution 2006/6 and ESCWA resolutions 247 (XXII), 276 (XXIV) and 287 (XXV) on strengthening statistical capacities in the ESCWA region, and resolution 286 (XXV) on gender statistics.

18.44 The subprogramme will also aim at improving harmonization of official statistics in priority subject matter areas. To this end the subprogramme will aim at producing brief implementation guidelines and supplements to global standards, comprising regionally agreed harmonized definitions, concepts and methods. The subprogramme will also work towards the improved coordination of official statistics in the region by promoting data sharing and joint questionnaires among international and regional statistical organizations. This is supported by ESCWA resolution 283 (XXV) on compliance with international standards for enhancing national statistical systems.

18.45 The ultimate goal of the subprogramme is to improve the quality of statistics made available to policymakers, researchers and the public at large, while reducing the statistical burden on respondents, particularly national statistical offices in the ESCWA region. To this end, the subprogramme will promote the development and harmonization of statistical databases, following the international recommendations concerning statistical data and metadata dissemination and exchange, incorporating free and broad access for the public. With a focus towards electronic dissemination, the subprogramme will nevertheless continue the production of printed statistical publications, as deemed necessary. The feasibility of various statistical products will be periodically evaluated.

18.46 To enhance coherence across the United Nations system and coordination among international agencies, the subprogramme will work in close cooperation with the Department of Economic and Social Affairs and other relevant United Nations entities, development banks and funds, regional and subregional organizations, and other statistical partners and networks.

Subprogramme 6
Advancement of women

Objective of the Organization: To reduce gender imbalances, encourage exchange of lessons learned among member countries and contribute to increased respect of the rights of women in line with international conventions and conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge and capacity of national machineries for women to implement and monitor the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and be effective agents in promoting a positive role for women in the socio-economic and political development of their societies	(a) (i) Increased number of initiatives (strategies, policies and programmes) for the advancement of women, designed by national machineries for women with ESCWA assistance, are adopted and implemented in their respective countries
	(ii) Increased number of national machineries for women showing improved reporting on periodical reports submitted to the Committee on the Elimination of Discrimination against Women

(b) Strengthened capacity of member countries to mainstream gender in national policies, plans, statistics and programmes	**(b) (i) Increased number of ini undertaken by Government from ESCWA, to mainstrea selected pilot ministries and respective policy papers, str programmes and disseminat information** **(ii) Increased number of ge disaggregated data sets, incl analysis publications, devel member countries with supp ESCWA**

Strategy

18.47 The responsibility for implementing the subprogramme lies with the ESCW Centre for Women. The subprogramme will build on the experience gained i previous bienniums and continue to advocate for the advancement of women.

18.48 As the recent reports from member countries for the midterm review of th Beijing Platform for Action (Beijing+15) have shown, many improvements wer seen in the past 5 years in relation to the status of women in the fields o socio-economic and political development. This is especially true in the areas o education, access to health and legal reform. Nonetheless, representation of wome in the economic sphere and in decision-making positions remains one of the lowes in the world. The problem is exacerbated given the limited amount of reliabl gender-disaggregated data and information available. At the same time, the need t develop region-specific gender indicators has also arisen among the membe countries to ensure the availability of a comprehensive and effective measuremen of the region's development in the field of gender equity.

18.49 Most member countries in the ESCWA region have ratified the Conventio on the Elimination of All Forms of Discrimination against Women and have bee periodically reporting on the progress made on implementation in the fields o legislation and actual access to rights. Furthermore, some countries are activel lifting some of the reservations that were made to the Convention. Nevertheless there is a need to widely disseminate the Convention among States where it ha already been ratified and promote it among other member countries who are stil considering ratification. As has been shown by reports made to the Committee o the Elimination of Discrimination against Women as well as the concludin comments and recommendations made by the Committee, efforts are still needed t ensure that member countries are fulfilling their international obligations an commitments and producing quality periodical reports.

18.50 Similarly, most countries have engaged over the past years in gende mainstreaming activities at the national level and in line ministries. In fact, many o the member countries have developed initiatives for national mainstreamin strategies. Nevertheless, work in this area remains limited to familiar terrain and ha not been generalized to all fields and contexts and hence has a weak impact o existing structures.

18.51 Although in most of the member countries a national body for women has been established with a strong mandate, the limited financial resources and lack of staff with adequate training have hindered the active engagement of national machineries for women at the policy or programmatic levels. Furthermore, the limited exchange of experience among existing machineries has resulted in the repetition of past efforts without analysing the lessons learned from them.

18.52 Finally, the inability to engage civil society to take an active role in the policy dialogue has been one of the key hindering factors affecting the positive involvement of all stakeholders in promoting the equal status and equity agenda.

18.53 The expected accomplishments will be achieved by servicing and providing assistance to member countries through: (a) needs assessments; (b) documentation and dissemination of knowledge; (c) the provision of advocacy tools and research methodology; (d) the sharing of knowledge and experience; (e) ensuring that socio-economic development issues related to the advancement and empowerment of women are adequately addressed in the intergovernmental debate; (f) assisting member countries in the development and implementation of national policies and international conventions; and (g) providing training and capacity-building activities on gender issues.

Subprogramme 7
Conflict mitigation and development

Objective of the Organization: To mitigate the impact of conflict and its spillover effects on people and development in the ESCWA region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to identify, formulate, adopt and implement recovery and peacebuilding policies, strategies and mechanisms geared towards the structural prevention of conflict, mitigating its impact on development, addressing its regional spillover effects and the ramifications of emerging global issues	(a) (i) Increased number of policies, strategies and mechanisms identified and/or adopted by member countries and civil society dedicated to the structural prevention of conflict and mitigating its impact on development, with ESCWA assistance
	(ii) Increased percentage of civil servants and civil society representatives acknowledging, through follow-up survey responses, having benefited from ESCWA analytical activities and/or outputs dedicated to the formulation of national and regional peacebuilding and conflict mitigation policies, strategies and mechanisms that promote development

(b) Enhanced capacity of member countries to apply good governance models and best practices that strengthen public institutions to pre-empt conflict, achieve reconciliation, peace and attain development goals	**(b) Increased number of modern tools and best practices introduced by national stakeholders, in partnership with ESCWA, to strengthen and modernize institutions in conflict affected countries, with the prospect of enhancing service delivery and mitigating the impact of conflict and its spillover effects**

Strategy

18.54 The responsibility for implementing the subprogramme lies with the Section for Emerging and Conflict-related Issues. The strategy is a response to the relentless struggle in the ESCWA region with the ramifications of continuous instability and resulting development deficits. It departs from the premise that conflict prevention, peacebuilding and development are inseparable and mutually reinforcing, and must be led by a strong public sector in which good governance practices are applied. Significantly, conflict mitigation measures targeting crisis-afflicted countries will inevitably reduce conflict across the region, and its repercussions.

18.55 As such, this strategy derives from the following: (a) the 2005 World Summit Outcome which stresses the interlinkages of security, development and human rights; (b) the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304), which highlights capacity development and national ownership as a central element of peacebuilding and conflict prevention, and calls for the support of regional organizations to enhance crisis management capacities; (c) the timely attainment of the internationally agreed development goals, including the Millennium Development Goals; (d) the United Nations Millennium Declaration, which states that development and poverty eradication depend on good governance within each country; and (e) the resolutions of Ministerial Sessions in which ESCWA member countries have called upon the Secretariat to mitigate the impact of conflict, occupation and instability on development, to strengthen the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development, and to enhance regional cooperation under unstable conditions.

18.56 The first pillar of the subprogramme will focus on building the capacity for development of ESCWA member countries, in particular, countries affected by conflict, to implement peacebuilding policies, strategies and mechanisms that are geared towards the structural prevention of conflict or potential sources of conflict, mitigating its impact on development and addressing its regional spillover effects, as well as the ramifications of emerging global issues. The second pillar of the strategy is to strengthen the capacity of member countries to apply good governance models and best practices that enhance the capacity of public institutions to improve service delivery, to pre-empt conflict and to achieve reconciliation and peace and attain development goals.

18.57 The subprogramme will achieve these objectives by focusing its activities on three areas:

(a) Promoting revitalization/recovery policies and strategies, inclusive dialogue, reintegration and reconciliation as part of peacebuilding and conflict-mitigation policies and mechanisms;

(b) Developing the conflict management capacity of State institutions and strengthening the abilities of countries affected by conflict to provide basic services by restoring and strengthening core Government functions through public sector modernization;

(c) Addressing the ramifications of spillover effects generated by conflict and the impact of emerging global challenges on the most vulnerable ESCWA member countries, in particular the least developed countries.

18.58 In order to achieve the above, the subprogramme will examine suitable recovery and peacebuilding strategies and policies to attain sustainable development, as well as human and institutional development, particularly in conflict and post-conflict countries. These interventions will be based on advisory missions, field-oriented situation analysis, desk research and in-depth studies on the root causes of conflict, its impact on development as well as the spillover effects generated. Throughout its normative work, the subprogramme will solicit substantive inputs, including the challenges and the strategic development priorities of member countries and civil society representatives, that are catalysts for peacebuilding. From its normative work, the subprogramme will also work towards developing policies, strategies and mechanisms that attain greater development interactions through greater regional integration. Regional integration policies will be geared towards reducing tensions and preventing conflict or mitigating its impact so as to facilitate attainment of national development goals.

18.59 The subprogramme will also focus on tailoring policies and other interventions that will mainstream good governance practices within the public sector, thereby enhancing its efficiency and service delivery capacity, consequently strengthening its ability to lead and sustain peacebuilding efforts in conflict and post-conflict countries.

18.60 Furthermore, the subprogramme will work closely with member countries, the United Nations system (United Nations country teams of countries affected by conflict in particular), the League of Arab States and other multilateral and/or regional organizations as well as civil society to develop conflict-sensitive policy recommendations that will enhance recovery and peacebuilding efforts in the region.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome

60/265	**Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals**
61/16	**Strengthening of the Economic and Social Council**
61/49	**Cooperation between the United Nations and the Organization of the Islamic Conference**
61/157	**Human rights and extreme poverty**
61/266	**Multilingualism**
62/208	**Triennial comprehensive policy review of operational activities for development of the United Nations system**
63/17	**Cooperation between the United Nations and the League of Arab States**
63/227	**Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010**
64/1	**High-level United Nations Conference on South-South Cooperation**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/172	**The right to development**
64/210	**Role of the United Nations in promoting development in the context of globalization and interdependence**
64/216	**Second United Nations Decade for the Eradication of Poverty (2008-2017)**
64/221	**South-South cooperation**
64/223	**Towards global partnerships**

Economic and Social Council resolutions

1818 (LV)	**Establishment of an economic commission for Western Asia**
1985/69	**Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission**
1998/46	**Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields**

2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration
2008/8	Admission of the Sudan as a member of the Economic and Social Commission for Western Asia
2008/21	Mainstreaming disability in the development agenda
2009/1	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2009/9	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Commission for Western Asia resolutions

258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
260 (XXIII)	Development and regional cooperation under unstable conditions
261 (XXIII)	Strengthening the cooperation between ESCWA and the League of Arab States in the field of economic and social development
263 (XXIII)	Promoting partnership and resource mobilization
268 (XXIII)	Adoption of the final reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
269 (XXIV)	The role of ESCWA in light of the 2005 World Summit Outcome Document and the subsequent change process
272 (XXIV)	Youth employment in ESCWA member countries
286 (XXV)	Gender statistics for equality and empowerment of women
289 (XXV)	Supporting the comprehensive development efforts of Yemen

Subprogramme 1
Integrated management of natural resources for sustainable development

General Assembly resolutions

57/253	World Summit on Sustainable Development
60/200	International Year of Deserts and Desertification, 2006
61/215	Industrial development cooperation
63/217	Natural disasters and vulnerability
63/281	Climate change and its possible security implications
64/197	Agricultural technology for development
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/200	International Strategy for Disaster Reduction
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/202	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/206	Promotion of new and renewable sources of energy
64/224	Agriculture development and food security
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions

2006/49	Outcome of the sixth session of the United Nations Forum on Forests
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council in 2008

Economic and Social Commission for Western Asia resolutions

255 (XXIII)	The establishment of a regional mechanism for building capacities to manage shared water resources
281 (XXV)	Addressing climate change issues in the Arab region

Subprogramme 2
Social development

General Assembly resolutions

63/225	International migration and development
64/130	Policies and programmes involving youth
64/131	Realizing the Millennium Development Goals for persons with disabilities
64/132	Follow-up to the Second World Assembly on Ageing
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/154	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
64/166	Protection of migrants
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2006/15	Promoting youth employment
2006/16	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities
2006/18	Future organization and methods of work of the Commission for Social Development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2008/18	Promoting full employment and decent work for all
2008/20	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights

Economic and Social Commission for Western Asia resolution

285 (XXV)	Integrated social policy

Subprogramme 3
Economic development and integration

General Assembly resolutions

60/5	Improving global road safety
63/277	Organization of a United Nations conference at the highest level on the world financial and economic crisis and its impact on development
64/188	International trade and development
64/191	External debt sustainability and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)

Economic and Social Council resolutions

2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up

Economic and Social Commission for Western Asia resolutions

256 (XXIII)	Adoption of the Memorandum of Understanding on Cooperation in the Field of Maritime Transport in the Arab Mashreq
257 (XXIII)	Selection of the routes to be given priority in implementation of the Agreement on International Roads in the Arab Mashreq
265 (XXIII)	Regional cooperation in the field of road traffic safety
270 (XXIV)	Macroeconomic policy for financial stability
279 (XXIV)	Follow-up to implementation of components of the Integrated Transport System in the Arab Mashreq
290 (XXV)	Call for regional action to accelerate implementation of the Monterrey Consensus in Western Asia

Subprogramme 4
Information and communications technology for regional integration

General Assembly resolutions

60/252	World Summit on the Information Society
64/187	Information and communications technologies for development
64/212	Science and technology for development

Economic and Social Council resolutions

2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/8	Science and technology for development

Economic and Social Commission for Western Asia resolutions

273 (XXIV)	Follow-up to the development of the Information Society in Western Asia
284 (XXV)	Establishment of the ESCWA regional technology centre

Subprogramme 5
Statistics for evidence-based policymaking

General Assembly resolutions

63/225	International migration and development
64/131	Realizing the Millennium Development Goals for persons with disabilities
64/132	Follow-up to the Second World Assembly on Ageing
64/137	Intensification of the efforts to eliminate all forms of violence against women
64/139	Violence against women migrant workers
64/217	Women in development

Economic and Social Council resolutions

2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic and Social Commission for Western Asia resolutions

262 (XXIII)	**Support for the Capacities of Member Countries in the Field of Statistics and the International Comparison Programme**
276 (XXIV)	**Strengthening statistical capacities in the ESCWA region**
283 (XXV)	**ESCWA member country compliance with international standards for enhancing national statistical systems**
287 (XXV)	**Strengthening statistical capacities for evidence-based policymaking**

Subprogramme 6
Advancement of women

General Assembly resolutions

64/137	**Intensification of the efforts to eliminate all forms of violence against women**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/141	**Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly**
64/217	**Women in development**

Economic and Social Council resolution

2009/14	**Situation of and assistance to Palestinian women**

Economic and Social Commission for Western Asia resolution

278 (XXIV)	**Increasing the role of women in decision-making with respect to conflict prevention and peacebuilding**

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

64/125	**Assistance to the Palestinian people**
64/150	**The right of the Palestinian people to self-determination**
64/185	**Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources**

Economic and Social Council resolutions

2005/3	**Public administration and development**

2009/18	**Report of the Committee of Experts on Public Administration on its eighth session**
2009/34	**Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan**

Security Council resolution

1645 (2005)	**Post-conflict peacebuilding**

Economic and Social Commission for Western Asia resolutions

260 (XXIII)	**Development and regional cooperation under unstable conditions**
271 (XXIV)	**Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development**
282 (XXV)	**Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries**

Programme 19
Human rights

Overall orientation

19.1 The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 on the United Nations Millennium Declaration, 57/300 on strengthening of the United Nations: an agenda for further change, 60/1 on the 2005 World Summit Outcome, 60/251 on the Human Rights Council, and 64/143 on the report of the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

19.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration and the 2005 World Summit Outcome, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

19.3 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights (OHCHR) acts as the central supportive structure for the programme.

19.4 Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection and addressing situations of international concern, in particular gross and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

19.5 The continued engagement of OHCHR with countries is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. Increased support for human rights implementation will continue to be provided to requesting Member States through mutually agreed bilateral frameworks, outlining, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and learning and other relevant activities. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed.

19.6 Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, Human Rights Council Advisory Committee, and complaint procedure, as well as other relevant United Nations organs. The United Nations treaty-monitoring bodies, all serviced by OHCHR, will receive strengthened support and advice.

19.7 The programme strategy will be guided by the lessons learned from the biennium 2010-2011, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

19.8 The responsibility for implementing the subprogramme lies with the Research and Right to Development Division.

A. Human rights mainstreaming

Objective of the Organization: To advance the promotion and protection of all human rights and to further integrate all human rights into all relevant areas of work of the United Nations system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of all human rights by the United Nations system into all areas, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities	(a) Increased number of United Nations projects and activities that further integrate all human rights
(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate all human rights into their respective programmes and activities and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities	(b) Increased number of United Nations activities, projects and common country programming documents that further integrate all human rights

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their disability and gender dimension	(c) Increased percentage of Resident and Humanitarian Coordinators, Special Representatives of the Secretary-General, other senior officials and country teams trained and advised by OHCHR

Strategy

19.9 This part of the subprogramme will continue to play a leadership role in pursuing cooperation within the United Nations system for the integration of all human rights into its development, environmental, humanitarian, peace and security, governance, democracy and rule of law programmes and activities, consistent with the existing mandates in these areas, in order to contribute to the full and effective implementation of international human rights standards by States. The strategy will focus on:

(a) Integrating a human rights perspective into United Nations programmes and activities in the development, environmental, humanitarian, peace and security, governance, democracy and the rule of law areas, contributing to the promotion and protection of all human rights at all levels;

(b) Strengthening the substantive engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme and other United Nations agencies, bearing in mind their respective mandates, as well as with civil society, including non-governmental organizations;

(c) Promoting the practical integration of all human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies jointly agreed between OHCHR and the concerned Member State;

(d) Developing methodologies to facilitate the inclusion of all human rights in United Nations policies, programmes and activities for development, peace and security, rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches to all the aforementioned areas;

(e) Contributing to developing the capability of the United Nations system, in particular the United Nations country teams, through training, advice and methodological tools, to assist requesting Member States in building and enhancing national capacities to promote and protect all human rights and in mainstreaming human rights into national policies.

B. Right to development

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels	(a) Increased number of projects and activities aimed at integrating the right to development, including in global partnerships for development
(b) Enhanced awareness, knowledge and understanding of the right to development at all levels	(b) Increased number of activities, analytical papers and information materials organized or made available by OHCHR within and outside the United Nations in contribution to increasing knowledge, awareness and understanding of the realization of the right to development.

Strategy

19.10 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development, the Vienna Declaration and Programme of Action and other relevant mandates. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system through strengthened and effective evaluation and monitoring to this end;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including by fostering support to the Working Group on the Right to Development;

(c) Building stronger partnership and collaboration with relevant actors, including Member States, multilateral institutions and civil society, including non-governmental organizations and the private sector, so that support given to human rights bodies relevant to the right to development, as well as funds and specialized agencies, will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in Millennium Development Goal 8 (aid, trade and debt reduction), through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting countries and, taking into account a human rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national Millennium Development Goals strategies and

United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles to the implementation of the right to development at the international, regional and national levels and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the international and regional levels in mainstreaming the right to development, including by undertaking activities aimed at effectively strengthening the global partnership for development among Member States, development agencies and international development, financial and trade institutions.

C. Research and analysis

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination	(a) Increased number of activities carried out and measures taken to promote and protect the enjoyment of human rights by members of those groups
(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism	(b) Increased number of measures taken to eliminate all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism
(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals	(c) Increased number of activities carried out and measures taken in contribution to the effective achievement of the Millennium Development Goals
(d) Promotion of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation	(d) Increased number of activities carried out and measures taken in to enhance the promotion of legal protection and advocacy in implementing all human rights
(e) More effective United Nations assistance to Member States, civil society, the media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the protection of all human rights for all	(e) Increased number of activities and measures taken in strengthening the rule of law and democratic institutions for the protection of all human rights for all

(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system	**(f) Increased number of methodological and operational guidelines and tools developed for the realization of human rights**
(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights-holders at the national level	**(g) Increased number of advice and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas**

Strategy

19.11 This part of the subprogramme will be responsible for enhancing research and analysis of human rights issues, problems and challenges, and the development and application of expertise on human rights themes and methodologies. It will be responsible for the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships, and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to overcome human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; promotion and protection of all human rights; development and consolidation of partnerships within and outside the United Nations for strengthening national capacity in the areas of the rule of law, democracy and good governance; human rights-based approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the Millennium Development Goals and poverty reduction strategies; protection of human rights in the context of the fight against terrorism; protection of human rights in the context of business activities; contributing to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance and new forms of discrimination; and strengthening of respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination;

(b) Advancing knowledge, awareness, understanding and implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to requesting countries of measures to be taken to combat all forms of racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area;

(d) Follow-up to the Durban Declaration and Programme of Action and the Outcome Document of the Durban Review Conference.

Subprogramme 2
Supporting human rights treaty bodies

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing substantive support and advice to the human rights treaty bodies by ensuring that the guiding principles of the programme are adhered to and by increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Fully supported treaty bodies' work and their decision-making	(a) (i) Increased percentage of documents submitted on time and in compliance with relevant rules and regulations for the issuance of documentation for consideration by treaty bodies
	(ii) Number of measures taken to strengthen support to treaty bodies and to promote follow-up to treaty body recommendations, concluding observations and decisions
(b) More streamlined and harmonized reporting procedures followed	(b) Increased number of States parties' reports considered by treaty bodies based on the streamlined and harmonized reporting procedures
(c) Enhanced awareness, knowledge and understanding of treaty body outputs	(c) Increased percentage of uses of treaty body recommendations and decisions
(d) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies	(d) Increased number of activities carried out and measures taken in cooperation with relevant stakeholders at all levels

Strategy

19.12 The subprogramme is under the responsibility of the Human Rights Treaties Division. The strategy will include:

(a) Assisting the Committee on the Elimination of Racial Discrimination, the Committee on Economic, Social and Cultural Rights, the Human Rights Committee, the Committee on the Elimination of Discrimination against Women, the Committee against Torture, the Committee on the Rights of the Child, the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, the

Subcommittee on Prevention of Torture, the Committee on the Rights of Persons with Disabilities, and the Committee on Enforced Disappearances in their efforts to make their work more effective;

(b) Drawing on all available in-house resources and expertise to provide adequate substantive and technical support, including the analytical capacity, for the review of State reports, on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon the request of States, and processing of individual complaints, in accordance with the guiding principles of this programme;

(c) Enhancing the effective functioning of human rights treaty bodies to assist them in their efforts to streamline and make their deliberations and decision-making processes more effective;

(d) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions where they exist and the media to promote awareness and knowledge, including through new and effective methods of dissemination, such as better use of the Internet, of all international human rights treaties and the work of all treaty bodies in order to support the effective implementation of international human rights standards and compliance with treaty commitments by States parties;

(e) Promoting ratification of human rights treaties.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies	(a) Increased number of legislative and policy changes in accordance with relevant human rights standards and instruments as a result of OHCHR assistance to requesting States
(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights	(b) Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas, through advisory services and technical cooperation, to promote and protect all human rights	(c) Increased mutually agreed assistance, including to remote areas, through advisory services and technical cooperation

(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States	(d) Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the regional, subregional and national levels, with the support of the United Nations human rights programme
(e) Enhanced capacity of United Nations country teams and United Nations peacekeeping operations and peacebuilding activities to assist requesting countries in their effort to develop national human rights protection systems, in accordance with the guiding principles of this programme	(e) Increased number of activities implemented by United Nations country teams and human rights components of United Nations peacekeeping operations and peacebuilding activities in support of national human rights protection systems, in cooperation with requesting countries
(f) Enhanced OHCHR role in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	(f) Increased number of activities undertaken by OHCHR in contributing to resolving identified situations of large-scale human rights violations at short notice
(g) Timely and effective assistance to requesting States to assist them in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review	(g) Increased number of assistance programmes and activities provided to requesting States in the implementation of universal periodic review recommendations

Strategy

19.13 The subprogramme is under the responsibility of the Field Operations and Technical Cooperation Division. The strategy will include:

(a) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams and of United Nations peacekeeping operations and peacebuilding activities to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies, the universal periodic review and the human rights monitoring mechanisms of the Human Rights Council. This will be achieved through joint activities with the United Nations offices or missions, the deployment of human rights officers and the provision of expert advice from Headquarters and regional and country offices, in accordance with the guiding principles of this programme;

(b) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of an affected country or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(c) Providing stakeholders at the national level with human rights legal advice, education and training through technical cooperation programmes aimed at

strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action. The need to address different human rights gaps in the implementation of human rights will guide OHCHR field activities, including the prompt response to emerging human rights emergencies;

(d) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(e) Following human rights developments to assist the Human Rights Council and other United Nations policymaking bodies as well as treaty-monitoring bodies in engaging in a dialogue with countries in the implementation of their respective mandates and ensuring efficient and effective functioning of the country-specific and thematic special procedures of the Human Rights Council.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened and technical support as well as advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council, its subsidiary bodies and mechanisms, including the Advisory Committee, special procedures, universal periodic review, and complaint procedure

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Prompt and effective provision of strengthened technical and expert support and advice to the Human Rights Council, its subsidiary bodies and mechanisms	**(a) (i) Increased percentage of documents submitted on time for consideration by the Human Rights Council in compliance with relevant rules and regulations of issuance of documentation**
	(ii) Increased percentage of Member States providing positive feedback as a result of the support provided by the Secretariat
(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework	**(b) Increased number of activities for effective preparations for the universal periodic review**
(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights	**(c) (i) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate-holders**
	(ii) Increased number of responses and feedback from States

(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances	**(d) (i) Increased percentage of documents submitted on time for consideration** **(ii) Percentage of communications considered by the implementing bodies as a result of timely and effective support by the Secretariat**
(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council, its subsidiary bodies and mechanisms	**(e) Increased number of joint activities, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in the implementation of special procedures' findings and universal periodic review outcomes**

Strategy

19.14 The Human Rights Council and Special Procedures Division of OHCHR are responsible for implementing the subprogramme. The strategy will include:

(a) Providing adequate strengthened technical and expert support, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, advisory committee and complaint procedure;

(b) Enhancing the effective functioning of human rights bodies and organs, including the Human Rights Council, including in their efforts to make their deliberations and decision-making processes more effective;

(c) Strengthening partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and cooperating policymaking bodies, in order to support, as appropriate, in accordance with the guiding principles of this programme, follow-up to special procedures, findings and recommendations and universal periodic review outcomes;

(d) Strengthening internal research, analytical, as well as information and education capability in support of the thematic special procedures and the universal periodic review mechanism, with a view to contributing to the enhancement of their effectiveness;

(e) Supporting and providing thematic expertise to fact-finding missions, including through enhanced cooperation with OHCHR geographic desks;

(f) Disseminating knowledge of the conclusions, recommendations and other outcomes of the universal periodic review as well as the findings and methodology of the thematic special procedures, and improving coordination, where appropriate, among mandate-holders as well as between them and other mechanisms of the human rights machinery;

(g) Reinforcing dialogue and cooperation between the thematic special procedures, the universal periodic review mechanism and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and victims themselves;

(h) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to more effective coordination and streamlining of OHCHR documentation.

Legislative mandates

General Assembly resolutions

48/141	**High Commissioner for the promotion and protection of all human rights**
55/2	**United Nations Millennium Declaration**
56/266	**Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance**
57/300	**Strengthening of the United Nations: an agenda for further change**
58/269	**Strengthening of the United Nations: an agenda for further change**
60/1	**2005 World Summit Outcome**
60/251	**Human Rights Council**
61/159	**Composition of the staff of the Office of the United Nations High Commissioner for Human Rights**
61/166	**Promotion of equitable and mutually respectful dialogue on human rights**
61/295	**United Nations Declaration on the Rights of Indigenous Peoples**
63/156	**Trafficking in women and girls (subprogrammes 1 and 4)**
63/174	**Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (subprogrammes 1 and 4)**
63/175	**Human rights and extreme poverty (subprogrammes 1 and 4)**
63/243	**International Convention on the Elimination of All Forms of Racial Discrimination (subprogrammes 1, 2 and 4)**
64/137	**Intensification of efforts to eliminate all forms of violence against women (subprogrammes 1 and 4)**

64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 1 and 2)
64/143	Report of the Human Rights Council
64/146	Rights of the child (subprogrammes 2 and 4)
64/148	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
64/153	Torture and other cruel, inhuman or degrading treatment or punishment (subprogrammes 2 and 4)
64/159	The right to food (subprogrammes 1 and 4)
64/166	Protection of migrants (subprogrammes 1 and 4)
64/167	International Convention for the Protection of All Persons from Enforced Disappearance (subprogrammes 2 and 4)
64/168	Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
64/171	Enhancement of international cooperation in the field of human rights
64/178	Improving the coordination of efforts against trafficking in persons (subprogrammes 1 and 4)

Human Rights Council resolutions and decisions

2/102	Reports and studies of mechanisms and mandates
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
5/1	Institution-building of the United Nations Human Rights Council
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council (subprogrammes 1, 3 and 4)
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights
6/15	Forum on Minority Issues (subprogrammes 1 and 4)

8/7	**Mandate of the Special Representative of the Secretary-General on the issue of human rights and transnational corporations and other business enterprises (subprogrammes 1 and 4)**
10/5	**Composition of staff of the Office of the United Nations High Commissioner for Human Rights**
12/10	**Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)**
12/18	**The adverse effects of the movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights (subprogrammes 1 and 4)**
12/19	**Draft guiding principles on extreme poverty and human rights (subprogrammes 1 and 4)**
12/24	**Access to medicine in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health (subprogrammes 1 and 4)**
12/28	**Follow-up to the 10th special session of the Human Rights Council on the impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)**
S-10/1	**The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)**
S-7/1	**The negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)**
12/118	**United Nations Declaration on Human Rights Education and Training (subprogrammes 1 and 4)**
12/119	**The effect of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights (subprogrammes 1 and 4)**

Security Council resolutions

2005/44	**Rights of the child (subprogrammes 2 and 4)**
2005/65	**Human rights of persons with disabilities (subprogrammes 1 and 2)**
2005/72	**Composition of the staff of the Office of the United Nations High Commissioner for Human Rights**
2005/79	**Rights of persons belonging to national or ethnic, religious and linguistic minorities (subprogrammes 1 and 4)**

Subprogramme 1
Human rights mainstreaming, right to development and research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
59/113 A and B	World Programme for Human Rights Education
59/174	Second International Decade of the World's Indigenous People
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/158	Human rights in the administration of justice
62/163	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
63/161	Indigenous Issues
63/168	Moratorium on the use of the death penalty
63/183	Missing persons
63/194	Improving the coordination of efforts against trafficking in persons
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/82	Follow-up to the International Year of Human Rights Learning
64/116	The rule of law at the national and international levels
64/131	Realizing the Millennium Development Goals for persons with disabilities

64/135	**Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly**
64/145	**The girl child**
64/147	**Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
64/149	**Universal realization of the right of peoples to self-determination**
64/156	**Combating defamation of religions**
64/157	**Promotion of a democratic and equitable international order**
64/158	**Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity**
64/160	**Globalization and its impact on the full enjoyment of all human rights**
64/170	**Human rights and unilateral coercive measures**
64/172	**The right to development**
64/174	**Human rights and cultural diversity**
64/223	**Towards global partnerships**

Economic and Social Council resolutions and decisions

2004/257	**The right to restitution, compensation and rehabilitation for victims of grave violations of human rights and fundamental freedoms**
2004/276	**Traditional practices affecting the health of women and the girl child**
2005/30	**Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law**
2005/270	**Human rights and indigenous issues**
2005/273	**Human rights and transnational corporations and other business enterprises**
2006/4	**Sustained economic growth for social development, including the eradication of poverty and hunger**
2007/33	**Mainstreaming a gender perspective into all policies and programmes in the United Nations system**
2007/238	**Agreed conclusions on the elimination of all forms of discrimination and violence against the girl child**

2008/20	**Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights**
2008/33	**Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons**

Human Rights Council resolutions and decisions

2/107	**Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria**
4/5	**Globalization and its impact on the full enjoyment of all human rights**
6/1	**Protection of cultural rights and property in situations of armed conflict**
6/6	**Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities**
6/11	**Protection of cultural heritage as an important component of the promotion and protection of cultural rights**
6/30	**Integrating the human rights of women throughout the United Nations system**
6/36	**Expert mechanism on the rights of indigenous peoples**
7/5	**Mandate of the independent expert on human rights and international solidarity**
7/11	**The role of good governance in the promotion and protection of human rights**
7/19	**Combating defamation of religions**
7/24	**Elimination of violence against women**
7/33	**From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance**
8/2	**Optional Protocol to the International Covenant on Economic, Social and Cultural Rights**
8/5	**Promotion of a democratic and equitable international order**
8/11	**Human rights and extreme poverty**
9/6	**Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all**
9/7	**Human rights and indigenous peoples**
9/9	**Protection of the human rights of civilians in armed conflicts**

10/1	**Question of the realization in all countries of economic, social and cultural rights: follow-up to Human Rights Council resolution 4/1**
10/2	**Human rights in the administration of justice, in particular juvenile justice**
10/7	**Human rights of persons with disabilities: national frameworks for the promotion and protection of the human rights of persons with disabilities**
10/12	**The right to food**
10/13	**Human rights and arbitrary deprivation of nationality**
10/26	**Forensic genetics and human rights**
10/28	**United Nations Declaration on Human Rights Education and Training**
10/29	**The Social Forum**
10/30	**Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination**
11/3	**Trafficking in persons, especially women and children**
11/4	**Promotion of the right of peoples to peace**
11/5	**The effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights**
11/6	**The right to education: follow-up to Human Rights Council resolution 8/4**
11/8	**Preventable maternal mortality and morbidity and human rights**
11/12	**Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action**
12/4	**World Programme for Human Rights Education**
12/6	**Human rights of migrants: migration and human rights of the child**
12/7	**Elimination of discrimination against persons affected by leprosy and their family members**
12/8	**Human rights and access to safe drinking water and sanitation**
12/9	**Human rights and international solidarity**
12/11	**Human rights and transitional justice**
12/12	**Right to the truth**
12/13	**Human rights and indigenous peoples**

12/17	**Elimination of discrimination against women**
12/22	**Human rights and unilateral coercive measures**
12/23	**The right to development**
12/27	**The protection of human rights in the context of immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)**

Commission on Human Rights resolutions

2004/35	**Conscientious objection to military service**
2004/54	**Tolerance and pluralism as indivisible elements in the promotion and protection of human rights**
2004/118	**Fundamental standards of humanity**
2005/25	**Women's equal ownership, access to and control over land and the equal rights to own property and to adequate housing**
2005/29	**Strengthening of popular participation, equity, social justice and non-discrimination as essential foundations of democracy**
2005/31	**Hostage-taking**
2005/32	**Democracy and the rule of law**
2005/35	**Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law**
2005/36	**The incompatibility between democracy and racism**
2005/37	**Promoting the rights to peaceful assembly and association**
2005/42	**Integrating the human rights of women throughout the United Nations system**
2005/52	**Protection of indigenous peoples in times of conflict**
2005/59	**The question of the death penalty**
2005/60	**Human rights and the environment as part of sustainable development**
2005/81	**Impunity**

Subprogramme 2
Supporting human rights treaty bodies

General Assembly resolutions

2106 A (XX)	**International Convention on the Elimination of All Forms of Racial Discrimination**

2200 (XXI)	**International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights**
34/180	**Convention on the Elimination of All Forms of Discrimination against Women**
39/46	**Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment**
44/25	**Convention on the Rights of the Child**
45/158	**International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families**
54/4	**Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women**
54/263	**Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography**
57/199	**Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment**
61/106	**Convention on the Rights of Persons with Disabilities, and its Optional Protocol**
61/177	**International Convention for the Protection of All Persons from Enforced Disappearance**
63/117	**Optional Protocol to the International Covenant on Civil and Political Rights**
63/162	**Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
64/138	**Convention on the Elimination of All Forms of Discrimination against Women**
64/152	**International Covenants on Human Rights**
64/154	**Convention on the Rights of Persons with Disabilities, and the Optional Protocol thereto**
64/173	**Promotion of equitable geographical distribution in the membership of the human rights treaty bodies**

Human Rights Council resolution

2/5	**Effective implementation of international instruments on human rights**

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

60/153	Establishment of a United Nations human rights training and documentation centre for South-West Asia and the Arab region
60/170	Situation of human rights in the Democratic Republic of the Congo
61/296	Cooperation between the United Nations and the African Union
62/108	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
63/170	Regional arrangements for the promotion and protection of human rights
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/11	The situation in Afghanistan
64/91	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
64/94	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
64/95	The occupied Syrian Golan
64/150	The right of the Palestinian people to self-determination
64/161	National institutions for the promotion and protection of human rights
64/165	Subregional Centre for Human Rights and Democracy in Central Africa
64/175	Situation of human rights in the Democratic People's Republic of Korea
64/176	Situation of human rights in the Islamic Republic of Iran
64/238	Situation of human rights in Myanmar

Human Rights Council resolutions and decisions

2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
4/8	Follow-up to decision S 4-101 of 13 December 2006 adopted by the Human Rights Council at its fourth special session entitled "Situation of human rights in Darfur"

6/25	**Regional cooperation for the promotion and protection of human rights in the Asia-Pacific region**
9/19	**Advisory services and technical assistance for Burundi**
10/17	**Human rights in the occupied Syrian Golan**
10/18	**Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan**
10/19	**Human rights violations emanating from the Israeli military attacks and operations in the Occupied Palestinian Territory**
10/21	**Follow-up to Council resolution S-9/1 on the grave violations of human rights in the Occupied Palestinian Territory, particularly due to the recent Israeli military attacks against the Gaza Strip**
10/27	**Situation of human rights in Myanmar**
10/33	**Situation of human rights in the Democratic Republic of the Congo and the strengthening of technical cooperation and consultative services**
11/10	**Situation of human rights in the Sudan**
12/14	**Situation of human rights in Honduras since the coup d'état of 28 June 2009**
12/15	**Regional arrangements for the promotion and protection of human rights**
12/25	**Advisory services and technical assistance for Cambodia**
12/26	**Assistance to Somalia in the field of human rights**
13/6	**Right of the Palestinian people to self-determination**
13/8	**Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan**
13/9	**Follow-up to the report of the United Nations Independent International Fact-Finding Mission on the Gaza Conflict**
13/14	**Situation of human rights in the Democratic People's Republic of Korea**
13/21	**Strengthening of technical cooperation and consultative services in the Republic of Guinea**
S-12/1	**The human rights situation in the Occupied Palestinian Territory, including East Jerusalem**

President's statement agreed upon by the Human Rights Council

6/PRST/1	**Situation of human rights in Haiti**

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

General Assembly resolutions

63/161	**Indigenous issues**
63/182	**Extrajudicial, summary or arbitrary executions**
64/151	**Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination**
64/162	**Protection of and assistance to internally displaced persons**
64/163	**Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms**
64/164	**Elimination of all forms of intolerance and of discrimination based on religion or belief**

Human Rights Council resolutions and decisions

6/4	**Arbitrary detention**
6/12	**Human rights and indigenous peoples: mandate of the Special Rapporteur on the situation of human rights and fundamental freedoms of indigenous people**
6/14	**Special Rapporteur on contemporary forms of slavery**
6/15	**Forum on minority issues**
6/17	**Establishment of funds for the universal periodic review mechanism of the Human Rights Council**
6/27	**Adequate housing as a component of the right to an adequate standard of living**
6/28	**Protection of human rights and fundamental freedoms while countering terrorism: mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism**
6/29	**Right of everyone to the enjoyment of the highest attainable standard of physical and mental health**
6/32	**Mandate of the Representative of the Secretary-General on the human rights of internally displaced persons**
6/36	**Expert mechanism on the rights of indigenous peoples**
6/37	**Elimination of all forms of intolerance and discrimination based on religion or belief**
6/102	**Follow-up to Human Rights Council resolution 5/1**

7/4	**Mandate of the independent expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights**
7/6	**Mandate of the independent expert on minority issues**
7/8	**Mandate of the Special Rapporteur on the situation of human rights defenders**
7/9	**Human rights of persons with disabilities**
7/12	**Enforced or involuntary disappearances**
7/13	**Mandate of the Special Rapporteur on the sale of children, child prostitution and child pornography**
7/21	**Mandate of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination**
7/22	**Human rights and access to safe drinking water and sanitation**
7/24	**Elimination of violence against women**
7/29	**Rights of the child**
7/34	**Mandate of the Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance**
7/36	**Mandate of the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression**
8/3	**Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions**
8/4	**The right to education**
8/6	**Mandate of the Special Rapporteur on the independence of judges and lawyers**
8/8	**Torture and other cruel, inhuman or degrading treatment or punishment**
8/10	**Human rights of Migrants: Mandate of the Special Rapporteur on the Human Rights of Migrants**
8/11	**Human rights and extreme poverty**
8/12	**Special Rapporteur on trafficking in persons, especially women and children**
9/1	**Mandate of the Special Rapporteur on the adverse effects of the movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights**

9/5	**Human rights of migrants**
9/11	**Right to the truth**
10/9	**Arbitrary detention**
10/11	**The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination**
10/15	**Protection of human rights and fundamental freedoms while countering terrorism**
10/23	**Independent expert in the field of cultural rights**
10/29	**The Social Forum**
10/33	**Situation of human rights in the Democratic Republic of the Congo and the strengthening of technical cooperation and consultative services**
11/3	**Trafficking in persons, especially women and children**
11/5	**The effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights**
11/11	**System of special procedures**
12/2	**Cooperation with the United Nations, its representatives and mechanisms in the field of human rights**
12/3	**Independence and impartiality of the judiciary, jurors and assessors and the independence of lawyers**
12/16	**Freedom of opinion and expression**
13/4	**The right to food**

Resolutions adopted by the Human Rights Council at special sessions

S-8/1	**Situation of human rights in the east of the Democratic Republic of the Congo**
S-9/1	**The grave violations of human rights in the Occupied Palestinian Territory, particularly due to the recent Israeli military attacks against the occupied Gaza Strip**

Programme 20

International protection, durable solutions and assistance to refugees

Overall orientation

20.1 The overall objective of the programme is to ensure international protection to refugees and others of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance.

20.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that refugees returning voluntarily to their countries of origin ("returnees") receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being upon return (see resolution 40/118). UNHCR has also been mandated to address the situation of stateless persons in accordance with the Convention relating to the Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961) (see resolution 50/152). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (see resolution 48/116), working in cooperation with the United Nations Emergency Relief Coordinator (see resolution 58/153). In its work for internally displaced persons and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special lead or co-lead responsibility for the following three cluster areas: protection, emergency shelter and camp management/coordination. Addressing the protection needs of these various categories of persons "of concern" to UNHCR, although some may not or may no longer be refugees, also forms an integral part of the programme.

20.3 As regards the assistance activities of UNHCR, the basic provisions of its statute were built upon by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of the Office to carry out its mandate, UNHCR was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

20.4 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees. There are a number of regional instruments of relevance, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity (now the African Union), the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama and the San José Declaration on Refugees and Displaced Persons. The 2009 African Union Convention for the Protection of and Assistance to Internally Displaced Persons in Africa sets out a regional legal regime regarding internally displaced persons. The international legal basis for addressing the situation of stateless persons stems from the 1954 and 1961 Conventions. In addition, other international human rights instruments, such as the 1989 Convention on the Rights of the Child, are relevant in providing international protection to refugees, stateless persons, internally displaced persons, returnees and others of concern.

20.5 The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and various organizations. It incorporates concerted responses to the challenges met by the Office in the previous biennium, including an increasingly urban-based population of concern, the growing complexity of the asylum-migration nexus and the Office's expanded activities for internally displaced persons.

20.6 The Office will also review and consolidate the results of reforms to increase efficiency, transparency and accountability in its operations following the conclusion of the structural and management change process in 2009. This will include a sustained emphasis on the institutionalization of results-based management through further harmonization of the operations management cycle and enhanced programme analysis and evaluation functions. The expected accomplishments and indicators of achievement for the programme reflect the outcomes of changes to strengthen results orientation in 2009, including a new budget structure and results framework for assessment, planning and reporting. Refinements to operations management, including the use of indicators, will be made in the course of the biennium 2010-2011. Initiatives to strengthen the effectiveness of the Office's response to the needs of those of concern will also include reinforcement and integration of supply chain management, logistics and emergency response capacities and further review of human resource processes, information systems and telecommunications.

20.7 Notable among the activities to be implemented in the biennium 2012-2013 are the following:

(a) Pursuing comprehensive strategies, in cooperation with States and organizations, for achieving durable solutions for refugees and others of concern, notably through voluntary return, and, where appropriate and feasible, through local integration and resettlement, while promoting effective protection in displacement;

(b) Strengthening the legal regime for international protection, including through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Enhancing and reinforcing host country capacities to provide asylum and protection;

(d) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement through its leadership and coordination of areas for which the Office has been given special responsibility: protection, emergency shelter and camp management/coordination;

(e) Further developing contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced displacement;

(f) Ensuring that UNHCR and its partners incorporate into all aspects of the delivery of humanitarian assistance the particular needs and capacities, ascertained through participatory assessments, of refugee women and children, elderly refugees, refugees with disabilities and other persons with specific needs, as well as ensuring that UNHCR and its partners also provide protection and humanitarian assistance in a manner that is supportive of and reinforces development initiatives to the extent possible;

(g) Further developing, in consultation with concerned parties, options to ensure the security of refugee camps, settlements and areas of return, as well as their civilian and humanitarian character, and exploring further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) Systematically following up on relevant recommendations in the plans of action emanating from recent international conferences, especially the plan of action related to the Millennium Development Goals, and involving other humanitarian and development organizations, both national and international, in the provision of assistance to refugees, returnees, stateless persons, internally displaced persons and host communities, as well as in the search for durable solutions.

20.8 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). Pursuant to the request of the General Assembly in that resolution, the Economic and Social Council, in its resolution 672 (XXV) established the Executive Committee of the High Commissioner's Programme, which came into existence on 1 January 1959. Reaffirming the terms of reference laid down by the General Assembly, the Council decided that the Executive Committee, being entrusted with the terms of reference set forth in General Assembly resolution 1166 (XII), should: (a) determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in its resolution 1166 (XII); (b) review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by the Office of the High Commissioner; and (c) have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to in subparagraphs (a) and (b) above. In subsequent resolutions, the General Assembly, the Economic and Social Council and the Executive Committee of the Programme of the High Commissioner have called upon the Office, in the context of its basic mandate, to assist other groups of persons regarded as falling under the competence of the High Commissioner. Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly and it is the key governing body of UNHCR. It advises the High Commissioner in the exercise of his or her functions and approves the use of extrabudgetary funds made available to the High Commissioner. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the sessions of the Executive Committee are submitted to the General Assembly as addenda to the reports of the High Commissioner. Pursuant to General Assembly resolution 64/128 on the enlargement of the Executive Committee, the membership of the Committee may be increased from 78 to 79 States.

20.9 The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and by two Assistant High Commissioners, for Protection and for Operations, respectively.

Objective of the Organization: To ensure international protection to refugees and other persons of concern to the United Nations High Commissioner for Refugees and to achieve permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall protection environment for refugees and others of concern	(a) (i) Increased number of ratifications/ accessions to the 1954 and 1961 Conventions related to Statelessness and to the 2009 Convention for the Protection of and Assistance to Internally Displaced Persons in Africa
	(ii) Increased number of national and regional migration policies that contain protection standards broadly in line with international protection standards
	(iii) Increased number of countries whose legislative frameworks are broadly in line with international standards
(b) Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation	(b) (i) Increased percentage of refugees and asylum-seekers who are registered on an individual basis
	(ii) Increased percentage of refugees and others of concern receiving individual identity and civil documentation
(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children	(c) (i) Increased percentage of survivors of sexual and gender-based violence receiving psychosocial, medical, legal or other appropriate support

	(ii) Increased percentage of unaccompanied and separated children who have undergone a best interests determination
(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition	**(d) (i) Increased number of camps reporting an acceptable rate of global acute malnutrition**
	(ii) Increased percentage of households of refugees and others of concern with adequate dwellings
	(iii) Increased number of countries where the mortality rate of children of concern under 5 years of age meets acceptable standards
	(iv) Increased percentage of refugee children aged 6 to 11 enrolled in primary education
(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted	**(e) (i) Increased number of operations reporting that refugees and others of concern are represented sufficiently in community leadership and management structures**
	(ii) Increased number of sites where management structures have 50 per cent active female participation
	(iii) Increased number of countries where refugees and others of concern are able to engage in livelihoods and become self-sufficient
(f) Progress in finding durable solutions for refugees supported by sustained international cooperation	**(f) (i) Increased number of countries where refugees and others of concern are able to return with a means of livelihood or with productive assets**
	(ii) Increased number of countries to which refugees and others of concern are able to return with sufficient re-establishment of their national rights
	(iii) Increased number of resettlement places made available to refugees who face protection risks and/or who have limited prospect for attaining other durable solutions to their situation

	(iv) Increased number of new local integration programmes and increased support for ongoing programmes
	(v) Increased mobility of resources for refugee assistance
(g) Strengthened partnership and emergency response capacity to provide the fullest possible coverage of the needs of persons of concern	**(g) (i) Increased percentage of UNHCR budget implemented through partners**
	(ii) Increased percentage of occurrences in which UNHCR is able to respond to the emergency need of 500,000 persons within 72 hours

Strategy

20.10 The implementation of the programme falls under the overall responsibility of the regional bureaux of UNHCR, the Division of International Protection Services and the Division of Programme Support and Management. The overall objectives related to ensuring international protection and finding durable solutions are multifaceted and depend on legal frameworks and protection environments. Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. Monitoring of the observance by States of international legal standards for the treatment of refugees, especially the fundamental principles of access to asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve ensuring that States have established fair and efficient procedures for the determination of refugee status and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms. Renewed efforts are being made by UNHCR and its partners to provide protection and operational services in States that have not yet established protection frameworks.

20.11 The Office will continue to encourage States to ensure the protection of refugees and others of concern within broader migration movements. The frame of reference for UNHCR activities in this regard is its 10-point plan of action for refugee protection and mixed migration, which provides a framework of protection tools that could be built into broad migration strategies that take into account international protection needs while creating solutions tailored to the various categories of people in mixed migration movements. Similarly, with much international migration taking place by sea, UNHCR will continue to be involved in issues related to the disembarkation of mixed-migration groups and the search for solutions for those rescued at sea or found as stowaways and who are in need of international protection.

20.12 To ensure a more effective response to the protection needs of refugee women, children and adolescents, a more concerted effort will be made to mainstream policies and guidelines relating to those groups of refugees through the work of specially trained interdisciplinary UNHCR country teams. In addition, partnerships will be established with a broad range of actors, for example, under such initiatives as Women Leading for Livelihoods, in which economic empowerment is pursued for refugee and internally displaced women and girls with the support of prominent professional women from around the world.

20.13 The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials, will be another means of achieving the stated objective. In addition, when UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To revitalize old partnerships and build new ones in support of the international refugee protection system, efforts to promote collaboration on refugee protection with a wide range of actors, including the Office of the United Nations High Commissioner for Human Rights, will be continued. Efforts will be made to promote the development of more comprehensive and regional approaches in order to find durable solutions, especially for those in protracted refugee situations.

20.14 UNHCR will pursue a number of strategies to ensure the optimal alignment of its operational objectives and resources with the needs of refugees and others of concern. The Office will build upon the positive results of comprehensive and participatory approaches to planning to ensure that the needs and capacities of men, women and children of concern form the foundation of programme design. This will include the use of standards and indicators across the full spectrum of the work of the Office as a means of identifying protection and assistance gaps and channelling resources to ensure that an acceptable standard is met in critical situations. Tools for recording operational data, including demographic, registration and profiling information, situational analysis and planning will be systematized to improve global analysis and evaluation of results. Population data management systems will also be upgraded to strengthen services, including emergency registration, provision of assistance, protection monitoring and resettlement, and in order to facilitate the work of partners.

20.15 UNHCR will proactively engage in comprehensive strategies to address urban displacement, including by promoting livelihoods and community participation, facilitating access to basic services and meeting material needs where appropriate. The Office will continue to pursue specific strategic plans in the areas of HIV and AIDS, malaria control, nutrition and food security, reproductive health and water and sanitation to ensure that prevention, care and treatment policies and programmes meet international standards during all phases of the displacement cycle. It will strengthen the means for monitoring and raising standards in other key areas of assistance and service delivery, such as reintegration, shelter and the provision of basic domestic and hygiene items. The design of assistance programmes will promote the resolution of protracted situations of displacement by increased emphasis on self-reliance and education. UNHCR will continue to pursue policies that mitigate the environmental effects of displacement through adequate protection and the management of natural resources.

20.16 Effective operational and strategic partnerships will continue to be a priority for the Office, as a means of enhancing protection, increasing efficiency and strengthening local capacities for response. The Office will promote increased

implementation of its programmes by national partners and strengthen participation in inter-agency responses.

20.17 The Office will work to strengthen and enhance its emergency preparedness and response capacity under the leadership of the Division of Emergency, Security and Supply and in support of field operations. The overall strategy will integrate preparedness and the response and supply chain, supported by the necessary staff security coverage to ensure the reliable, timely and cost-effective delivery of critical services to persons of concern in complex emergencies, as well as in more stable situations. This will also involve the development, maintenance and deployment of emergency tools and resources, including rapid response staff; training; contingency planning support; and inter-agency cooperation. An integrated stock management system and improved forecasting and business support will enhance the responsiveness and sustainability of UNHCR programmes from the onset of an emergency until a solution is reached.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention governing the specific aspects of refugee problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

General Assembly resolutions

58/153	**Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate**
64/127	**Office of the United Nations High Commissioner for Refugees**
64/128	**Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees**
64/129	**Assistance to refugees, returnees and displaced persons in Africa**

Executive Committee

A/AC.96/965/Add.1	**Agenda for Protection**

Programme 21

Palestine refugees

Overall orientation

21.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established within the United Nations system as a subsidiary organ of the General Assembly by the Assembly in its resolution 302 (IV), under which UNRWA derives its mandate to provide assistance to Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of refugees and to provide them with a measure of protection and stability amid chronic conflict in the region, within available resources. It stands ready to continue to do so during the biennium 2012-2013 in accordance with the triennial mandate it receives from the Assembly.

21.2 UNRWA reports directly to the General Assembly. Overall advice and support to the Commissioner-General regarding UNRWA programmes and activities are provided by the 23-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses for salaries of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

21.3 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live, consistent with internationally agreed goals and standards.

21.4 During the biennium 2012-2013, UNRWA seeks to further strengthen its management and service delivery, focusing on prioritizing service quality, access to and coverage of refugees most in need. As part of its new planning approach, the Agency has identified three human development goals: a long and healthy life; acquired knowledge and skills; and a decent standard of living. Progress towards these goals will be the focus of the Agency's medium-term strategy 2010-2015 and will drive its operations during the biennium 2012-2013. The UNRWA biennial plan for the period 2012-2013 is presented within the framework of these goals and is consistent with the Agency's medium-term strategy.

21.5 Under the three goals, UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support, and microfinance services for the benefit of registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to reach 5 million by 2012.

21.6 Since 2000, the Agency has provided emergency assistance to refugees in acute distress within its areas of operations as a result of armed conflict, including military operations, humanitarian access restrictions and prolonged economic hardship in the occupied Palestinian territory and Lebanon. This emergency assistance programme reaches more than 1.4 million refugees annually. UNRWA will continue to provide such services, as necessary, as well as, on an exceptional basis and as a temporary measure, services to non-refugees currently displaced and in serious need of continued assistance, as mandated by the General Assembly in its resolution 2252 (ES-V) and most recently in its resolution 64/88.

21.7 UNRWA will also continue its efforts to mainstream gender and meet the needs of refugee children and vulnerable groups, and to develop further the Agency's protection, programming, operation and advocacy responses, thereby bringing UNRWA closer to fulfilling its obligations under relevant resolutions of the General Assembly, international human rights law, the Beijing Platform for Action, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities and other applicable international instruments.

21.8 UNRWA is almost entirely dependent on voluntary funding to implement its programmes. It has contended not only with chronic funding shortfalls, but also with acute funding uncertainties induced by economic and political volatility. The Agency will continue to seek the additional resources it needs to improve the quality of services it provides to the refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

Subprogramme 1
A long and healthy life

Objective of the Organization: To protect, preserve and promote the health status of Palestine refugees

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access to quality, comprehensive primary health care	(a) Decrease in the antibiotic prescription rate
(b) Sustained protection and promotion of family health	(b) Infant mortality rate (per 1,000 live births) maintained
(c) Ensured prevention and control of diseases	(c) (i) Immunization coverage rate against vaccine-preventable diseases maintained
	(ii) Percentage of shelters connected to the public water network maintained
	(iii) Increase in percentage of shelters connected to the public sewage network

Strategy

21.9 The strategy in attaining the objective includes:

(a) Improving quality and efficiency of primary health-care services to achieve international standards in accordance with guidelines of the World Health Organization and the Millennium Development Goals;

(b) Focusing on preventive measures through the sharing and adoption of best practices, expansion of partnerships with stakeholders and, pending availability of financial resources, investment in capacity-building;

(c) Conducting systematic gender analysis, integrating a gender-responsive approach into services and designing interventions aiming at increased access to vulnerable groups and those with specific health needs;

(d) Sustaining acceptable environmental conditions in refugee camps, including adequate water supply, sewerage and drainage systems, either directly or in collaboration with municipal partners. This will be achieved through prevention and maintenance, namely, immunization against vaccine-preventable diseases, disease surveillance, outbreak investigation and tuberculosis control, and operation and maintenance of water and sanitation networks, either directly or in collaboration with municipal partners.

Subprogramme 2
Acquired knowledge and skills

Objective of the Organization: To meet the basic educational needs of Palestine refugees, in particular children and youth, and to improve their educational opportunities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access and coverage of basic education	(a) (i) Reduction in the dropout rate for pupils in the elementary education cycle (ii) Reduction in the dropout rate for pupils in the preparatory education cycle
(b) Educational quality and outcomes against set standards are enhanced	(b) Increase in the percentage change of the mean score obtained by students in Monitoring Learning Achievement

Strategy

21.10 The strategy in attaining the objective includes:

(a) Ensuring continued access to basic education opportunities for all children in the Agency's schools;

(b) Designing and implementing strategies and initiatives targeted to children with special educational needs and those at risk of dropping out;

(c) Fostering working relationships with host Ministries of Education and making greater use of partnerships with other service providers;

(d) Maintaining an environment conducive to learning by upgrading the quality of teachers, updating equipment, tools and teaching aids, and rehabilitating unsuitable school premises, to the extent that resources are available;

(e) Ensuring the maintenance of full gender parity in UNRWA schools;

(f) Analysing data on education outcomes collected through systemic testing and integrating findings into interventions targeted at underperforming schools and pupils;

(g) Taking opportunities for innovation and new approaches that will improve quality and access, including through greater efficiencies in programme delivery and improved school-community linkages.

Subprogramme 3
A decent standard of living

Objective of the Organization: To improve the standard of living and advance the rights of Palestine refugees through services provided to the poor and vulnerable

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced poverty among the poorest Palestine refugees	(a) Increased percentage of abject poor among beneficiaries of the UNRWA social safety net
(b) Inclusive financial services and access to credit and savings facilities are increased	(b) (i) Increase in the value of loans disbursed
	(ii) Increase in the number of loans disbursed
(c) Enhanced skills and improved access to employment for Palestine refugees	(c) Increase in the female and male employment rates for graduates within 12 months of graduation
(d) Sustained camp development and upgraded substandard infrastructure and accommodation	(d) Increase in the number of refugee families living in substandard shelters which have improved living conditions (excluding emergency shelters in Gaza)
(e) Rights of Palestine refugees are safeguarded and advanced	(e) (i) Increase in the percentage of UNRWA interventions on rights issues that prompted positive responses from the authorities
	(ii) Increase in the degree of compliance with UNRWA protection standards
(f) Strengthened capacity of refugees to formulate and implement sustainable social services in their communities	(f) Percentage of community-based organizations that improve their level of performance
(g) Palestine refugee registration and eligibility for UNRWA services are in accordance with relevant international standards	(g) Increase in the percentage of new inscriptions meeting UNRWA standards

Strategy

21.11 The strategy in attaining the objective includes:

(a) Adopting a poverty-based approach to improve targeting and coverage of the Agency's services, helping the poorest refugees meet their basic needs;

(b) Enhancing practices, strengthening partnerships and improving internal coordination of the Agency's social safety net and emergency programmes;

(c) Ensuring that gender- and rights-based activities are integrated into the Agency's interventions through mainstreaming and initiatives targeted at women, persons with disabilities, youth and other vulnerable groups;

(d) Building inclusive financial systems that are operationally self-sufficient and serve the most vulnerable, especially women, youth and the poor, by broadening the Agency's microfinance outreach and diversifying product range;

(e) Improving vocational and technical training to help refugees access productive and decent jobs through adaptation of courses to better meet labour market demands and more effective use of existing facilities;

(f) Rehabilitating critically substandard shelters, targeting the most vulnerable refugees as a priority, and focusing on bringing the worst shelters up to minimum standards. A two-fold approach will be adopted: integrating shelter rehabilitation within comprehensive camp improvement plans; and rehabilitating highest-priority shelters;

(g) Developing and reinforcing a network of contacts at all levels with relevant authorities and addressing these authorities on a systematic basis regarding specific violations of Palestine refugee rights;

(h) Bilateral and multilateral advocacy on behalf of Palestine refugees and for compliance with relevant aspects of international law;

(i) Strengthening institutional capacity of refugee-run organizations to promote and facilitate community-based action;

(j) Upholding relevant international standards in the registration and determination of eligibility for UNRWA services.

Legislative mandates

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees
2252 (ES-V)	Humanitarian assistance
3331 (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
64/87	Assistance to Palestine refugees

64/88	**Persons displaced as a result of the June 1967 and subsequent hostilities**
64/89	**Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East**

Programme 22
Humanitarian assistance

Overall orientation

22.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response. The resolution reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through other Assembly, Economic and Social Council and Security Council resolutions. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives, in line with efforts to ensure greater predictability, accountability and partnership in humanitarian response.

22.2 The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of disaster risk reduction; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works closely with the Development Operations Coordination Office of the United Nations Development Programme, the Peacebuilding Support Office and other members of the United Nations system to facilitate a smooth transition from relief to rehabilitation and development. The Office for the Coordination of Humanitarian Affairs also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

22.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. The Office has developed a policy on gender equality, which it is implementing through a Gender Action Plan. Tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action, the Gender Standby Capacity (GenCap) project roster and advisers, as well as better analysis of gender-related fund allocations provide practical guidance on gender as a cross-cutting issue in all areas of humanitarian work where the aim is to ensure that women, girls, boys and men have access to and benefit from humanitarian protection and assistance efforts.

Subprogramme 1
Policy and analysis

Objective of the Organization: To ensure strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination with organizations and entities of the United Nations system, as well as the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations	(a) Increased number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field
(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	(b) Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies
(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians	(c) Number of resident coordinators/ humanitarian coordinators trained in the application of guidelines on the protection of civilians

Strategy

22.4 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York.

22.5 The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will continue to develop a humanitarian policy agenda that identifies emerging humanitarian trends and challenges, building harmonized policy positions among humanitarian agencies based on international humanitarian law, human rights and guiding principles as contained in the annex to resolution 46/182.

22.6 The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will foster strategic and operational coherence through the continued development of a structured policy and guidance framework for use by humanitarian coordinators, country offices of the Office for the Coordination of Humanitarian Affairs and the broader humanitarian system, taking into account the specific needs of the affected population, recognizing that giving appropriate consideration to, inter alia, gender, age and disability, is part of a comprehensive and effective humanitarian response. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will also lead the development of inter-agency policies, guidance and analytical tools. Working with partners, the development of a common framework for needs assessment, monitoring and evaluation will help provide an improved evidence base for decision-making on the use of resources. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will work to ensure progress in mainstreaming a gender perspective in humanitarian assistance. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will work to ensure that humanitarian actions in integrated United Nations presences are properly coordinated and safeguard humanitarian principles, consistent with the Secretary-General's note of guidance on integrated missions of 2006. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. In addition, they will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will help identify best practices and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

22.7 Moreover, the Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given for the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises. Regular briefings will be conducted with Member States on these activities.

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent, equitably supported and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved response to humanitarian emergencies by all United Nations operational agencies	(a) No longer than an average of five days for coordination staff to be deployed to new emergencies
(b) Increased availability and flexibility of extrabudgetary resources for humanitarian activities	(b) (i) Increased percentage of priority sectors/clusters and emergencies funded up to at least 50 per cent

	(ii) Increased number of Member States funding appeals in their own region
(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	(c) (i) Average amount of CERF funding received and available for disbursement to humanitarian crises
	(ii) No longer than three days between the final submission of a project proposal and its approval by CERF
	(iii) Increased number of countries in which agreed priority needs and programmes receive funding through CERF

Strategy

22.8 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva.

22.9 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will provide advice to the Emergency Relief Coordinator on all aspects of operational decision-making in response to humanitarian emergencies through its link to resident and humanitarian coordinators and field coordination units worldwide; mobilize, coordinate and facilitate international humanitarian assistance; in collaboration with the Emergency Preparedness Section and the Inter-Agency Standing Committee, enhance preparedness through support to country teams in contingency planning; lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles as contained in the annex to resolution 46/182 and with resolution 58/114.

22.10 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will be actively involved in ensuring more predictable humanitarian finances to enable a prompt response to new or rapidly deteriorating crises, in particular through the Central Emergency Response Fund. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure the appropriate application of the Fund guidelines and timely responses by the Emergency Relief Coordinator. While working to ensure that CERF allocations are made ever more rapidly and based on sound needs assessment, the CERF secretariat will put in place the necessary performance measurements to track the Fund's added value to beneficiaries and the humanitarian system that serves them. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will also provide support for the strengthening of the cooperation between assisting and recipient countries.

22.11 The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will aim to consolidate sustainable partnerships in support of mobilizing resources for humanitarian operations and promote strengthened relationships with Member States and regional organizations on policy and operational issues. In addition, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will further support public-private collaboration, initiated through the World Economic Forum/Office for the Coordination of Humanitarian Affairs Guiding Principles for Public-Private Collaboration in Humanitarian Action adopted in 2007. Improving flexibility and timeliness requires greater donor coherence and efforts to honour pledges quickly. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will work towards improving humanitarian financing though the development of standards, as well as systematic and efficient mechanisms for implementation and monitoring of funding support in emergencies. Strategic planning is supported by common humanitarian action plans in the form of flash appeals and through the consolidated appeals process. To ensure relevance and effectiveness, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will continue to build on lessons learned to improve the consolidated appeals process and flash appeals in support of a strengthened, structured and well-managed mechanism of coordination for humanitarian response. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that the particular needs of women and children are effectively addressed through the use of disaggregated data collection in the development of appeals.

22.12 Finally, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will continue to work towards the improvement of humanitarian coordination structures at the country, regional and international levels, in support of national efforts. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that all capacity-building efforts for resident and humanitarian coordinators include guidance on their role in the development of the cluster approach, in coordination with the national authorities of the affected State, as appropriate. In this regard, the Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will ensure that all of its field staff and Headquarters support staff have the relevant knowledge to support clusters at the field level as appropriate. The Coordination and Response Division and the CERF secretariat in New York and the External Relations and Support Mobilization Branch in Geneva will also ensure that resident and humanitarian coordinators receive guidance on the decisions taken in intergovernmental discussions held at the United Nations.

Subprogramme 3
Natural disaster reduction

Objective of the Organization: To reduce risk and vulnerability to natural hazards and the impact of disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and reduce disaster risk	(a) (i) Increased number of development frameworks and policies adopted at the national and regional levels that incorporate disaster risk reduction (ii) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action
(b) Increased national capacities for post-disaster recovery planning at all levels	(b) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders (ii) Increased number of countries incorporating disaster reduction measures into post-disaster recovery operations
(c) Increased level of investments for disaster reduction and recovery programmes and projects	(c) Increased number of disaster risk reduction activities financed by all relevant stakeholders

Strategy

22.13 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat, as the focal point for disaster risk reduction within the United Nations system.

22.14 The World Conference on Disaster Reduction adopted the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (see A/CONF.206/6 and Corr.1), setting out strategic goals, priorities for action and implementation and follow-up activities within the International Strategy for Disaster Reduction system. The focus of the subprogramme is to meet the expected outcomes of the Hyogo Framework for Action, by increasing all stakeholders' political, technical and financial commitment to achieve its objectives, concurrent with the focus of activities undertaken with the two participating organizations, namely, the secretariat of the International Strategy for Disaster Reduction and the United Nations Development Programme.

22.15 The International Strategy for Disaster Reduction secretariat will continue to act as a facilitating and coordination body on disaster risk reduction and will strive to strengthen the synergies among the disaster reduction activities of the United

Nations system and regional organizations and promote socio-economic and humanitarian activities. The midterm review of the Hyogo Framework for Action will be a critical opportunity to leverage and catalyse action in reducing risk and refine the focus of its implementation in a manner that also contributes to the achievement of the Millennium Development Goals. Particular efforts will be devoted to ensure links with and support to climate change adaptation efforts, including the use of disaster risk reduction strategies and tools for adaptation purposes, as well as to strengthen the resilience of cities, schools, hospitals and other critical social infrastructures.

22.16 The International Strategy for Disaster Reduction secretariat will also strengthen its work at the regional level for enhanced regional collaboration and effectiveness in supporting Governments. In addition, the International Strategy for Disaster Reduction secretariat will provide substantive support on disaster risk reduction to the Secretary-General, to organizations of the United Nations system and their governing bodies, and to coordination mechanisms such as the United Nations System Chief Executives Board for Coordination. It will also build on the momentum generated by the Global Platform for Disaster Risk Reduction in 2009 to strengthen the cooperation between stakeholders. The PreventionWeb will be further developed as a global disaster risk reduction information platform for all stakeholders. The International Strategy for Disaster Reduction secretariat will increase its efforts to promote cooperation among international organizations and networks to develop consistent data collection on and assessment of natural hazards, vulnerabilities and risks, impacts of disasters and progress made in implementing the Hyogo Framework and will publish regular reports. The secretariat will also promote coherence in policy development, advocacy, strategic information and knowledge management and resource mobilization.

22.17 Through its network of country offices, the United Nations Development Programme will continue to support the development and implementation of disaster risk reduction programmes and projects at the regional and national levels. A major thrust of the work will be devoted to the production of tools for mainstreaming disaster risk reduction in development and recovery planning in order to empower other partners to reduce disaster risk. These tools are supported by a capacity enhancement effort, which started in 2006, to put in place national advisers in disaster-prone countries. Capacity-building support will include risk analysis and monitoring; policy and programme formulation, implementation and evaluation; advocacy and resource mobilization; and training and learning.

Subprogramme 4
Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information	(a) International assistance and resources are provided to affected country within 48 hours following its request for international assistance
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	(b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies

Strategy

22.18 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

22.19 Support will be provided to conflict- and disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the capacities for coordination of humanitarian response; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in cases of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations organizations, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

22.20 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to relevant partners; activating emergency, disaster-response and preparedness tools to reduce the impact of emergencies and disasters; expanding the United Nations Disaster Assessment and Coordination teams in different regions; standardizing operational procedures for international urban search and rescue teams; further developing a comprehensive network of partners, comprising Governments, United Nations agencies, intergovernmental and relevant non-governmental organizations and corporate actors; further strengthening and diversifying the rapid response and surge mechanisms and improving the coordination between the various mechanisms; and strengthening national and regional civil-military and military-military coordination, upon the request of Member States, for more efficient and coherent support to humanitarian relief operations, by implementing the United Nations civil/military coordination training programme. Emphasis will also be placed on increasing the extent to which acute environmental impacts of disasters are identified and addressed during the response phase as well as strengthening coordination in the field of humanitarian logistics and preparedness through expanded cooperation with relevant partners.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(a) (i) Increased number of interviews requested by media outlets, with the officials of the Office for the Coordination of Humanitarian Affairs, on humanitarian principles and actions
	(ii) Increased number of queries received by the Office for the Coordination of Humanitarian Affairs from media outlets concerning humanitarian principles and actions
(b) Strengthened partnerships with members of the humanitarian community for information-sharing, coordination and standardization	(b) Increased number of new agreements on standardized information-sharing endorsed by the Inter-Agency Standing Committee

Strategy

22.21 Substantive responsibility for the subprogramme rests with the Communications and Information Services Branch.

22.22 The Communications and Information Services Branch will continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles, as set out in General Assembly resolutions 46/182 and 58/114, into practice, and through advocacy centred around international humanitarian law, the protection of civilians in armed conflict and the safety and security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants.

22.23 The Communications and Information Services Branch will also seek to develop further strategies to highlight forgotten emergencies and natural disasters, especially through agreed-upon key messages targeting national and international media utilizing its web platform (OCHA, see http://ochaonline.un.org/) and by advocating jointly or independently with non-governmental organizations, civil society groups and academic institutions to highlight humanitarian crises. The Communications and Information Services Branch will also provide services — including press releases, media alerts, interviews and public briefings, op-eds, crisis communication and advocacy strategy design — designed to amplify country-specific strategies and messages thereby strengthening overall humanitarian advocacy.

22.24 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The Communications and Information Services Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, coverage and reach. This includes updating and improving its principal websites, namely OCHA and ReliefWeb, as well as the Integrated Regional Information Network, its independent field-based humanitarian news service. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced. The Communications and Information Services Branch will also help establish common tools for establishing a knowledge base for the humanitarian community.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
52/12	Renewing the United Nations: a programme for reform
60/1	2005 World Summit Outcome
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
62/94	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
64/76	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
64/77	Safety and security of humanitarian personnel and protection of United Nations personnel

Economic and Social Council resolutions

2009/3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1738 (2006)	Protection of civilians in armed conflict
1861 (2009)	Extension of the mandate of the United Nations Mission in the Central African Republic and Chad

1894 (2009)	Protection of civilians in armed conflict
1906 (2009)	Extension of the mandate and capacity of the United Nations Organization Mission in the Democratic Republic of the Congo

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/147	New international humanitarian order
64/75	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
64/129	Assistance to refugees, returnees and displaced persons in Africa
64/162	Protection of and assistance to internally displaced persons

Security Council resolution

1890 (2009)	Extension of the authorization of the International Security Assistance Force in Afghanistan

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

56/112	Emergency assistance to the Sudan
57/103	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan
57/148	Humanitarian assistance to the Federal Republic of Yugoslavia
58/24	Emergency humanitarian assistance to Ethiopia
58/26	Emergency humanitarian assistance to Malawi
59/214	Assistance to Mozambique
59/215	Humanitarian and special economic assistance to Serbia and Montenegro

59/216	**International assistance for the economic rehabilitation of Angola**
60/217	**Economic assistance for the reconstruction and development of Djibouti**
60/218	**Humanitarian assistance and rehabilitation for Ethiopia**
60/219	**Assistance for humanitarian relief and the economic and social rehabilitation of Somalia**
61/219	**International assistance for the economic rehabilitation of Angola**
62/9	**Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster**
63/18	**The situation in Afghanistan**
63/136	**Humanitarian assistance and reconstruction of Liberia**
63/147	**New international humanitarian order**
63/279	**International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan**
64/74	**Humanitarian assistance, emergency relief and rehabilitation effort for El Salvador in response to the devastation caused by Hurricane Ida**
64/125	**Assistance to the Palestinian people**
64/129	**Assistance to refugees, returnees and displaced persons in Africa**
64/250	**Humanitarian assistance, emergency relief and rehabilitation for Haiti in response to the devastating effects of the earthquake in that country**
64/251	**International cooperation on humanitarian assistance in the field of natural disasters, from relief to development**
64/226	**Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence**

Security Council resolutions

1870 (2009)	**Extension of the mandate of the United Nations Mission in the Sudan**
1881 (2009)	**Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur**
1891 (2009)	**Extension of the mandate of the Panel of Experts established pursuant to Security Council resolution 1591 (2005)**

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/215	International cooperation to reduce the impact of the El Niño phenomenon
63/217	Natural disasters and vulnerability
64/200	International Strategy for Disaster Reduction
64/251	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters
60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the South Asian earthquake disaster — Pakistan
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala
62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
64/251	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 5
Humanitarian emergency information and advocacy

General Assembly resolutions

62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster

Programme 23
Public information

Overall orientation

23.1 In its mission to help fulfil the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact, the Department of Public Information coordinates its communications campaigns on key priority areas and maintains a balance between new and traditional means of communication. It also makes every effort to widen the pool of its communications partners and to strengthen its outreach to the public in both developed and developing countries through the network of United Nations information centres. The mandate of the Department is contained in General Assembly resolution 13 (I). The Department's work is guided by the priorities laid down by the Assembly and its subsidiary body, the Committee on Information, through resolutions on questions relating to information, the most recent of which are 64/96 A and B.

23.2 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information. To this end, using the Millennium Declaration as its guide, the Department will focus on priority themes in support of the three pillars of the Organization's work: development, peace and security, and human rights. Within these three broad priority themes, the Department will seek to underscore the Secretary-General's emphasis on delivering results, accountability and addressing global challenges for the common good. In addition, the Department identifies Africa as a regional focus and youth as a strategic audience for its communications work.

23.3 The Department works closely with substantive offices of the United Nations system to deliver effective and targeted information programmes on the identified key areas, including for United Nations conferences and observances. It aims to reach and engage audiences worldwide, including Governments, the media, non-governmental organizations (NGOs), educational institutions, business and professional organizations and other members of civil society to encourage support for the Organization and its objectives.

23.4 To accomplish this mission, the Department takes the following core approaches in its work: strategic working relationships with the substantive departments and offices of the Secretariat and the organizations and bodies of the United Nations system; enhanced use of the latest information and communications technologies, in both traditional and new media, to deliver information directly and instantaneously worldwide; the building of stronger grass-roots support through partnerships with civil society organizations; and the parity of official United Nations languages in the preparation of news and communications products.

Subprogramme 1
Strategic communications services

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on priority thematic issues, in particular by providing communications support for key United Nations events and initiatives

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the thematic priority issues	(a) Increased percentage of articles on priority themes that contain United Nations messages
(b) Increased reach of the online components of communications campaigns on priority themes	(b) Increased number of members of the general public reached through new media
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating that their understanding of the United Nations has grown or improved
	(ii) Increased number of visitors to the subprogramme's websites
	(iii) Increased number of information materials and United Nations publications available in local languages

Strategy

23.5 The subprogramme will be implemented within the Department of Public Information by the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, including the network of United Nations information centres, and the Committee Liaison Unit.

23.6 The objective will be accomplished by developing communications guidance and messages that are more sharply focused, through better vertical integration of campaigns and messages between the Department at Headquarters and the network of United Nations information centres in the field, as well as through improved horizontal integration between the Department, other Secretariat departments and offices and the respective information components of United Nations agencies, funds and programmes. At the national level, the network of United Nations information centres will continue to closely integrate their work with the strategic and communications priorities of United Nations resident coordinators and country teams, while also benefiting from more thorough, timely and targeted information from the subprogramme's offices concerned with development, peace and security, and human rights issues. Specially designated information centres will continue to assist other centres in their respective regions in sharing expertise and resources and in developing messages and communications campaigns that are tailored to regional or subregional needs and interests. The United Nations Communications Group will be utilized to enhance the coordination of communications activities between the Department and the wider United Nations system through inter-agency task forces to harmonize communications on priority issues for the Organization. In addition, communications efforts that have a particular national or regional resonance will be strengthened through United Nations communications groups at the country and regional levels.

23.7 In order to enhance public understanding of the objectives and activities of the United Nations, information products will be created in both official and local languages for delivery to target audiences. Strategic media outreach activities, including press conferences and interviews with senior officials, will also be organized. Websites in local languages will continue to be maintained and strengthened by the network of United Nations information centres. New media technologies, such as social networking sites and text messaging, will be used at Headquarters and at the country level to expand the reach of communications campaigns and better inform the wider general public about United Nations priority issues.

23.8 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peace missions and to political missions, as appropriate.

Subprogramme 2
News services

Objective of the Organization: To strengthen support for the United Nations through information products and news services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations	(a) (i) Increased partnerships with radio and television, broadcasters and rebroadcasters, by language and by region
	(ii) Increased number of visitors to the United Nations website, including the News Centre, by official language
	(iii) Increased number of individual end-user downloads of radio and television products and high-resolution photographs
(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of products meeting deadlines

Strategy

23.9 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres.

23.10 The objective will be accomplished through the timely delivery of accurate, balanced and, where feasible, customized news and information materials and services through radio, television, video, photographs, printed media and the Internet, to media and other users globally, utilizing new information technologies to reach a wider audience more quickly. Multilingualism and developing-country media will be particular priorities of the subprogramme's outreach efforts.

23.11 New information technologies will also enable the subprogramme to continue to improve access from the field, especially during times of breaking news, as well as to enhance its integrated multimedia services.

23.12 Taking advantage of the opportunities provided by new technologies for disseminating and receiving information, such as mobile devices, will require innovative associations with information providers, supplementing partnerships and other forms of collaboration with broadcasters and other redisseminators. Such collaborations will help to meet the needs of a global audience by offering quality materials that reflect the priorities identified by Member States, including the Millennium Development Goals, to the widest possible range of information outlets. Special programmes will be produced and distributed as required.

Subprogramme 3
Outreach services

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations, and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Expanded relationships with partners	(a) (i) Increased partnerships with entities within and outside the United Nations system
	(ii) Increased number of non-governmental organization partners from developing countries and countries in transition
(b) Increased reach of United Nations information through various media and services	(b) (i) Increased number of visitors to the subprogramme's websites
	(ii) Increased number of individual end-user downloads of publications and other outreach products

Strategy

23.13 Subprogramme 3 will be implemented by the Outreach Division, which includes the following nine clusters: Knowledge Solutions and Design; Advocacy and Special Events; Education Outreach; Publications and Editorial; NGO Relations; Sales and Marketing; Visitors' Services; and, under the Dag Hammarskjöld Library, Information Processing and Acquisitions, and Library Users' Services. The Division also includes the secretariat of the Publications Board and the Exhibits Committee.

23.14 The Division will work to enhance understanding of the United Nations both by producing information products, such as publications and exhibits, and by organizing briefings, speaking engagements and special events that highlight United Nations priority issues. The Division will accomplish its objective by working in partnership with external organizations, institutions and individuals that have their own networks and delivery systems and therefore can amplify the United Nations message. These include NGOs, educational institutions, cultural organizations, foundations and Governments. In addition, the universal power of the media and celebrity advocates is keenly recognized. The Division will therefore continue to employ Messengers of Peace in a targeted, issue-oriented fashion. New partnerships will be sought with the film and television industries with the intention of involving the United Nations in storylines or backdrops as a means of expanding the presence and visibility of the Organization in contexts and among audiences where it is not usually found.

23.15 To reach a broader segment of the global public, the Division will continue to explore innovative ways of using new media and social networking sites to promote United Nations objectives and issues. Such initiatives are particularly important in reaching younger audiences, a key target group for the Department. A concerted effort will be made to broaden the geographical diversity of the Division's partners. For example, increased participation of underrepresented regions of the world will be a factor when selecting NGOs to be associated with the Department.

23.16 The Division will increase and facilitate access to the wealth of United Nations information, both historical and current, through the services of the Dag Hammarskjöld Library. These services are essential for the internal work of United Nations staff and officials, as well as Member States, but also to outside researchers and, increasingly, the public, through electronic access to information. The current advances and trends in information technology point to more global library services, with access to electronic information resources not being limited by geography. With the explosion of information available through the Internet, special attention will be paid to providing services that orient and guide information-seekers.

23.17 The objective of the subprogramme also entails facilitating access to and the exchange of information within the United Nations. Enhancing internal communication on iSeek will be a key factor in solidifying the concept of a global Secretariat and increasing knowledge-sharing among staff in different departments and duty stations.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat (annex I)
55/2	Millennium Declaration
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/7	Holocaust remembrance
60/252	World Summit on the Information Society
61/95	United Nations Disarmament Information Programme
62/82	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/147	International Covenants on Human Rights
62/179	New Partnership for Africa's Development: progress in implementation and international support
63/306	Multilingualism
64/15	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
64/18	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
64/96 A	Questions relating to information: Information in the service of humanity
64/96 B	Questions relating to information: United Nations public information policies and activities
64/226	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
64/243	Questions relating to the programme budget for the biennium 2010-2011

Programme 24

Management and support services

Overall orientation

24.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management, the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi and the Office of Information and Communications Technology, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology, and support services, including procurement and infrastructures; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283 and 63/262, addressing issues of the reform and revitalization of the Organization and the creation of the Office of Information and Communications Technology, and other relevant resolutions.

24.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

24.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support on results management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results-oriented.

24.5 The Department of Management will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, the Department of Management will provide substantive support to the Management Performance Board, in the context of the monitoring of the senior managers' compacts, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat.

24.6 Promoting a systematic risk-based approach to management decisions and risk mitigation is critical for the Organization. As a result of the adoption of General Assembly resolution 64/259, the Department of Management will guide the overall implementation of an effective enterprise risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat; it will strengthen the focus on objectives and will increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization. Accountability and performance management will be enhanced through the definition of clear risk management roles and responsibilities. The promotion of a risk-driven culture will be strengthened through a more informed risk-based decision-making capability. Transparency will be improved within the Organization and towards Member States, as risks are clearly communicated internally and externally through formal reporting by management to relevant stakeholders.

24.7 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff and increase their flexibility and mobility in adapting to the priorities of the Organization. The Department of Management will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.8 The implementation of the enterprise resource planning project, also known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department of Management will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department of Management will ensure implementation of various functionalities of the system in such a manner that it minimizes the burden of change on the Organization and its resources and mitigates organizational and managerial risks. In synchronization with the new enterprise resource planning project, the Department of Management will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards and that the Organization transitions to the requirements of International Public Sector Accounting Standards.

24.9 The management evaluation of all contested administrative decisions, which is the first step in the formal process of the administration of justice, complements the Organization's efforts in strengthening management accountability and promoting swift and timely resolution of disputes. In order to fulfil its mandate, the approach to resolving staff grievances includes the use of formal and informal dispute resolution mechanisms while adhering to the prescribed time limits. The Department of Management will strive, through management evaluation, to reduce the number of improper administrative decisions and the number of cases proceeding to formal litigation. Furthermore, the Department of Management will establish and implement effective measures for increasing transparency and managerial accountability in the decision-making process.

24.10 The Department of Management will manage the renovation of the historic United Nations Headquarters complex in New York. The capital master plan, as the project is known, will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The project, with ongoing renovation of the Secretariat, General Assembly and Conference Buildings, is expected to be completed during the 2012-2013 biennium. In connection with the last phase of the project, operations at the United Nations Headquarters will be reorganized to efficiently manage the refurbished complex and to promote risk management, operational continuity and environmental sustainability. The experience gained from the capital master plan will be leveraged to establish a framework that will ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis.

24.11 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities when such services would be more efficient and cost-effective than existing arrangements.

24.12 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

24.13 The Office of Information and Communications Technology was established by the General Assembly in its resolution 63/262 in December 2008 as an independent office to provide strong, central leadership for the establishment and implementation of the Organization-wide information and communications technology standards and activities to ensure efficient utilization of resources, modernization of information systems and improvement in the information and communications technology services available to the United Nations.

24.14 The Office is responsible for setting the overall strategic information and communications technology direction for the Organization; planning and coordinating Secretariat-wide information and communications technology activities; and providing enterprise systems and infrastructure with a view to achieving coherence and coordination in the information and communications technology work of the Organization and between the Secretariat and the funds, programmes and specialized agencies.

24.15 The main functions of the Office of Information and Communications Technology are therefore: (a) to set the overall strategic information and communications technology direction for the Organization; (b) to plan and coordinate Secretariat-wide information and communications technology activities; and (c) to provide enterprise systems and infrastructure.

A. Headquarters

Subprogramme 1[12]
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Secretariat is able to function more efficiently and effectively in full compliance with legislative mandates and relevant regulations and rules	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff
	(ii) Increased percentage of recommendations issued by the oversight bodies to the Secretariat are implemented
	(iii) All mandates have been accomplished
(b) Institutional and senior managers' accountability is strengthened throughout the Organization	(b) Programme performance report and senior managers' compacts completed and assessed at the end of their respective cycles
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases
	(ii) Increased number of cases handled by the Headquarters Property Survey Board

Strategy

24.16 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the promotion of good management practices throughout the Secretariat and in the introduction of new administrative policies, processes and procedures that comply fully with legislative mandates and the relevant regulations and rules. The Office will focus on effective communication with Member States and, within the Secretariat, on management reform and policy issues, and on monitoring, assessing and reporting of the impact of management reforms. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of senior managers' compacts. In addition, the Office will facilitate the implementation of an effective enterprise risk management and control framework throughout the Secretariat and assist the Secretariat entities in implementing risk management and control procedures in cooperation with dedicated local risk and control focal points. The Office will review oversight body findings and recommendations, identify material weaknesses and reportable conditions and follow up on the status of implementation of recommendations and the adoption of remediation plans for consideration by the Management Committee. The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which will support the work of the Committee, which makes recommendations to the decision maker on proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which will support the work of the Board, which makes recommendations on proposed actions on disposal of United Nations property and assets.

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[12] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures
	(ii) Increased percentage of business processes built and tested in human resources, finance, supply chain and central support services
(b) Technological systems are fully in place	(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment

Strategy

24.17 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new techniques, tools, training and technology to improve the business practices of the United Nations Secretariat and to align them with commonly accepted best practices. The project team will ensure that Umoja adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling more efficient and effective management of resources (people, money and materials). The project will progress through four major phases: (a) preparation; (b) design; (c) build; and (d) deployment. The principles that guide the design of the "business blueprint" or corporate operating model include: (a) the widest possible inclusion of subject-matter experts (staff members recognized as leading practitioners in specific areas of the Organization); (b) complete coverage of all in-scope processes; (c) functional coverage of the approximately 500 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems that remain in place.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making and that fewer administrative decisions proceed to litigation in the formal system of administration of justice

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

24.18 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Individual requests for an evaluation of contested decisions, prior to cases proceeding to litigation, will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step in determining whether a mistake has been made or an irregular action taken, before the case proceeds to the first level of judicial review. It gives management an opportunity to correct itself, where necessary, and to hold decision makers accountable in cases where an improper decision has been taken. Adequate measures will ensure that individuals and the Organization are held accountable for their actions in accordance with relevant resolutions and regulations.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Full compliance with the submission deadline for the final reports of the committees serviced by the Secretariat (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

24.19 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work. Provision of analytical and historical information on their proceedings to the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Informed decision-making by Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines
	(ii) Increased number of Member States expressing satisfaction with the clarity, quality and completeness of budgetary documents and of the supplementary information provided
(b) Overall resources for the programme budget and budgets of the criminal tribunals are better managed	(b) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(c) Extrabudgetary resources are better managed	(c) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(d) Clients are satisfied with the guidance provided	(d) Reduced percentage of clients who give an overall rating as less than satisfactory

Strategy

24.20 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology, consistent with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, on matters relating to the programme budget and other budgets and extrabudgetary resources, and providing guidance to departments/offices in respect thereto;

(b) Preparing and presenting to the legislative bodies the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of programme budget implications of new or expanded activities, as well as revised or supplementary programme budget proposals;

(c) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues;

(d) Enhancing control reporting systems and procedures relating to the implementation of the programme budget and other budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(e) Improving services to clients, both within and outside the Secretariat, by leveraging technology to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(f) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters;

(g) Improving current procedures for the administration of extrabudgetary funds, including further improving the timeliness of responses to client departments and offices.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly, and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and performance reports submitted by the documentation deadlines
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months
	(ii) Increased percentage of respondents to client surveys rate the guidance provided by the Peacekeeping Finance Division on budgetary policies and procedures as at least "good" or "very good"

Strategy

24.21 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, performance and special reports will be improved and include results-based frameworks, where applicable, and resource requirements and expenditure information made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days of month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) No less than 90 per cent of monthly reports on the status of contributions issued by the end of the following month
	(ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

24.22 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Accounts Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of the International Public Sector Accounting Standards. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2013-2015 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) The return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency and security of the payment system	(b) (i) Maintenance of a loss-free record in safeguarding financial resources
	(ii) Increased percentage of automated payments through the Society for Worldwide Interbank Financial Telecommunication (SWIFT)

Strategy

24.23 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing the proportion of payments effected through electronic and other secure means.

Component 5
Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
All critical Office of Programme Planning, Budget and Accounts systems are fully supported	(i) No unplanned outages of financial systems (ii) Increased percentage of respondents to client surveys who rate the ease of access, quality and timeliness of financial management reports as at least "good" or "very good"

Strategy

24.24 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on providing operational support to the Office of the Controller and to all divisions within the Office of Programme Planning, Budget and Accounts. The Service will seek to enhance the operation of its functions, establish backup resources to provide operational support for critical systems and develop a coherent vision and information technology strategy that is consistent with the International Public Sector Accounting Standards and the enterprise resource planning system. The Service will coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile current Office of Programme Planning, Budget and Accounts business requirements in order to streamline processes; actively participate in the continued implementation of the enterprise resource planning system; and ensure that significant system developments are supportive of the International Public Sector Accounting Standards and the enterprise resource planning system implementation.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To foster and strengthen United Nations human resources policies to meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved implementation of human resources policies by departments/offices	(a) Increased percentage of departments and offices expressing satisfaction with advice and support provided by the Office of Human Resources Management
(b) Improved processing of appeals and disciplinary cases	(b) Increased percentage of cases to which replies are made within 90 days
(c) Improved harmonization of human resources policies among the organizations of the United Nations common system	(c) Decreased number of human resources issues that are inconsistent among the organizations of the United Nations common system

Strategy

24.25 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at aligning human resources policies with the Organization's strategy in developing a more transparent and performance-driven culture and creating conditions to enable the Organization to attract and maintain a highly qualified, talented, diverse and mobile workforce, as guided by the General Assembly in resolutions 61/244 and 63/250.

24.26 Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of coordination and harmonization with other organizations of the United Nations common system with respect to system-wide policies regarding salaries, allowances and conditions of service of staff as established by the Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide. In doing so, account will be taken of the evolving needs of the Organization while promoting increased transparency, responsibility and accountability, and improving the conditions of service to attract and retain quality staff. The Administrative Law Unit of the Office of Human Resources Management will focus on managing appeals more effectively, including representing the Administration before the United Nations Dispute Tribunal and handling the processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent personnel, as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat on regular budget posts through recruitment of candidates from those States, if they prove to be the best qualified and competent personnel
	(ii) Increased percentage of female staff in the regular budget posts in the Professional and higher categories
	(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(b) Enhanced access by Member States to relevant human resources data	(b) (i) Increased number of reports on human resources data available online
	(ii) Reduction in the average number of days to respond to requests for customized human resources data
(c) Improved human resources workforce planning	(c) (i) Increased percentage of selection decisions made prior to retirement date of incumbents as compared with the total number of expected retirements
	(ii) Increased availability of updated data on staff members regarding matters such as skills development, acquisition of languages or staff mobility
(d) Compliance with delegated authority in human resources management	(d) All departments and offices comply with all specified standards in exercising delegated human resources management authorities
(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(e) Number of voluntary movements

Strategy

24.27 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a more productive, flexible and results-oriented Organization, as guided by Member States pursuant to General Assembly resolutions 61/244 and 63/250. It will continue to support the sound management of the Organization through strengthened workforce planning, recruitment of high-quality staff and monitoring of delegated authority throughout the global Secretariat, and continue the provision of global workforce analysis reports, workforce trends assessment and monitoring of the efficiency and effectiveness of human resources management performance as well as of compliance with policies and procedures. Efforts will be made to strengthen the role of the Office of Human Resources Management as a central authority for strategic workforce planning, recruitment and monitoring in order to increase the Organization's ability to attract and retain high-quality staff and to ensure that the Organization's human resources management decisions are guided by a data-driven, results-oriented strategic planning and accountability system. Efforts will be made to realign the workforce profile of the Secretariat through planning to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, and, with respect to staffing, to pay due regard to the principle of equitable geographical distribution in accordance with Article 101, paragraph 3, of the Charter of the United Nations. Emphasis will be placed on implementing an improved human resources management performance and accountability framework through self-monitoring and targeted human resources management support, including on-site support visits, provision of advice to departments and offices for proper exercise of delegated authority, efficient and effective implementation of human resources processes, and development of workforce strategies for meeting priorities.

24.28 With a view to achieving more equitable geographical representation of Member States and female representation, partnerships with Member States, departments and other organizations will continue to be strengthened to conduct targeted outreach campaigns and identify high-quality candidates. The integrated talent management system will help to expedite recruitment processes. An improved mechanism for hiring young professionals, including streamlined examination and assessment processes, will ensure that the Organization is equipped with young, talented and highly motivated professionals to fulfil its evolving mandates. In-reach and outreach efforts, as well as mobility incentive measures, will reduce the number of duty stations with chronically high vacancy rates.

Component 3

Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and other staff development courses completed by individual staff members
	(ii) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
	(iii) Increased percentage of staff members using the enhanced performance management and development system
(b) Improved working environment	(b) (i) Increased percentage of staff members responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
	(ii) Increased number of staff members participating in career support workshops and career development counselling sessions, offered through career resource centres
	(iii) Reduction in the average number of days in providing human resources-related services to approximately 10,000 staff members at Headquarters and offices away from Headquarters

Strategy

24.29 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems. These systems include recruitment, performance management, career development and training; managing the Organization's staff development programmes; providing support for the career development of staff; implementing mechanisms to encourage mobility to meet organizational needs and to foster a more versatile, multi-skilled workforce; enhancing performance management; supporting staff in balancing their professional and personal lives; providing advisory services; and processing initial appointments, reappointments, induction, separation, transfer between duty stations, and applicable entitlements such as rental subsidy, dependency benefits and education grant. Emphasis will be placed on working in partnership with programme managers to carry forward human resources management to foster the excellence of the Organization's workforce.

Component 4
Medical services

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties, and to promote and maintain the health of staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff health-care services worldwide, including rapid and effective medical response to workplace accidents and illness	(a) (i) Maintenance of at least 95 per cent of clients surveyed and responding who express satisfaction with services rendered
	(ii) Decrease in the average number of days to respond to requests for medical clearance
	(iii) Maintenance of the same-day response time for responding to requests for medical evacuations
	(iv) Decrease in the average number of days to respond to requests for repatriations
(b) Increased awareness of staff regarding health issues	(b) Increased number of attendees in health promotion activities

Strategy

24.30 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Division will continue to provide occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies, supporting staff access to adequate health care in the most cost-effective manner, advising management on staff benefit programmes and other medico-administrative matters, and regularly updating medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its functions to further align its activities with the current priorities of the Organization. This will include particular attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff. There will be a further focus on providing mental-health services as part of comprehensive health care; enhancing efforts to ensure the implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; further simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters; implementing worksite wellness programmes and expanding health promotion and prevention programmes; contributing medical inputs to business continuity planning for major incidents such as mass casualty incidents and public-health issues such as pandemics; and dispatching United Nations medical emergency response teams to any destination on short notice. The Medical Services Division will continue to enhance its electronic occupational health management system to further improve the delivery of high-level health care to United Nations field staff and increase its efficiency in the performance of medico-administrative functions.

Component 5
Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
Enhanced human resources information technology systems	Reduction in the average number of hours to respond to requests for human resources information systems support

Strategy

24.31 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Section will continue to develop and improve information systems to support the implementation of United Nations human resources reforms. Core activities will include support for Inspira, the talent management information system, including system enhancements in the areas of recruitment, learning management and performance management. The Section will provide Inspira application development, maintenance and user support. Enhancement of the data warehouse will include the creation and roll-out of online "dashboards" to provide human resources practitioners and programme managers in peacekeeping missions with self-service tools, which will enable self-monitoring of targets and performance using human resources action plans and enable monitoring and oversight by Member States.

24.32 The Integrated Management Information System help desk will continue to support users throughout the Secretariat and the Section will provide general office automation and desktop support within the Office of Human Resources Management. The Section will also continue to support the implementation of enterprise resource planning systems that conform to the standards and directives of the Office of Information and Communications Technology.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To enable the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of overseas properties	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Savings achieved in travel costs for the Organization	(c) Increased savings achieved relative to the full cost of travel
(d) Secretariat record-keeping is effectively managed	(d) Increased percentage of offices in compliance with the United Nations records management standards
(e) Mail and pouch services are efficient and effective	(e) Increased percentage of respondents expressing satisfaction with the mail and pouch services

Strategy

24.33 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. During the biennium 2012-2013, the Division will continue to face the challenges of the capital master plan implementation and the resulting technological changes and restructuring of the United Nations Headquarters complex, which is expected to require significant operational adjustments. The Division will also be heavily involved in the design and implementation of an enterprise resource planning system and other system-wide applications, such as customer relationship

management and enterprise content management, during the implementation of the International Public Sector Accounting Standards. Both the capital master plan and initiatives related to the enterprise resource planning system and the International Public Sector Accounting Standards will affect all areas of facilities and commercial services. Given these exceptional circumstances, the emphasis of the work programme will be on:

(a) Managing technology and operational changes at the renovated United Nations Headquarters facility through a reorganization of the facilities and commercial services operations that would promote efficiency, risk management, operational continuity and environmental sustainability;

(b) Developing more comprehensive maintenance programmes for the post-capital master plan period to ensure the sustained integrity of the infrastructure and serviceability of all building systems;

(c) Implementing regular renovation programmes for long-term leased spaces and providing building services to all premises at Headquarters, including swing spaces, to ensure a productive and healthy work environment for all occupants;

(d) Coordinating, within the framework of the capital master plan, the reoccupation of the General Assembly Building and staff return to the Secretariat building in a manner that minimizes disruptions;

(e) Improving the efficiency of facility services delivery through the continued implementation of the customer relationship management system and real-time monitoring of key performance indicators, including in the area of office space planning and asset management;

(f) Improving the management of overseas properties by incorporating an Organization-wide perspective in the development of strategic capital plans at offices away from Headquarters and closely coordinating the planning and implementation of overseas construction and major maintenance projects;

(g) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices, as well as close cooperation and benchmarking with other United Nations system organizations;

(h) Improving the Secretariat's compliance with the United Nations records management standards through the provision of advisory services and web-based tools, including a programme evaluation toolkit, to support the implementation of the standards;

(i) Improving the efficiency of mail and pouch services through continued enhancement of the automated mail sorting, tracking and shipping systems;

(j) Strengthening the policy development and oversight function for facilities management.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	**(a) (i) Increased percentage of clients responding to survey who express satisfaction**
	(ii) Reduction in the average number of weeks between final statement of work and contract award
	(iii) Reduction of complaints by clients involved in either the registration or tender processes
(b) Enhanced level of international competition	**(b) Increased number of eligible vendors from different regions of the world for tender invitations**
(c) Improved compliance with procurement policies, procedures and best practices	**(c) Reduced number of adverse audit findings by the United Nations Board of Auditors, as well as reduced number of mismanagement and non-compliance findings by the Office of Internal Oversight Services**
(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	**(d) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations**

Strategy

24.34 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. The Division will place emphasis on the following:

(a) Sharing of best practices among United Nations organizations; review of procedures and guidelines with information technology and development tools such as Wikipedia and the United Nations Global Marketplace and Extranet; working closely with requisitioners and stakeholders to enhance accuracy, quality and timely submission of acquisition plans as well as development of source selection plans, statements of work, specifications and objective evaluation criteria;

(b) Strengthening cooperation with the International Chamber of Commerce, the World Chambers Federation and its participating chambers of commerce worldwide in disseminating information on the Organization's tender requirements and searching for potential suppliers in specific business sectors in which the Organization has a limited source of supply, to be invited for solicitation through their network, and regularly conducting reviews of vendors' performance, including through the use of external resources and vendor screening;

(c) Developing and implementing procurement training courses available online, rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization and implementing corrective measures to address observations and recommendations made by the oversight bodies and the intergovernmental organs.

Subprogramme 5[13]
Information and communications technology strategic management and coordination

Objective of the Organization: To facilitate the achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through the knowledge management, resource management and infrastructure management programmes
	(ii) Increased number of high-level business cases complying with established governance processes
	(iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of information and communications technology resources optimized according to common standards	(b) Increased number of Organization-wide information and communications technology standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to information and communications technology	(c) Increased number of system-wide harmonization efforts

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[13] The Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

Strategy

24.35 The subprogramme is the responsibility of the Office of Information and Communications Technology, pursuant to General Assembly resolution 63/262. The Office will focus on integrating information and communications technology functions across the Secretariat, achieving coherence in and coordination of these functions within the Organization, establishing an operationally effective information and communications technology governance structure with clear lines of authority and accountability, and fostering deeper coordination and collaboration within and across United Nations organizations in all matters related to information and communications technology, in accordance with the information and communications strategy approved by the Assembly. In this context, the efforts will focus on:

(a) Development of global information and communications technology governance structures, policies, processes and standards to manage information and communications technology more effectively;

(b) Establishment of strategic programmes for knowledge management, resource management and infrastructure management to achieve a better alignment of information and communications technology efforts to the needs of the Organization;

(c) Critical reviews of information and communications technology initiatives and services to optimize the use of information and communications technology resources;

(d) Increased coordination and collaboration on information and communications technology with other United Nations agencies, including harmonization efforts (either directly or through the High-Level Committee on Management/information and communications technology network) such as common United Nations system directories, global network development, information and communications technology cost benchmarking, etc.;

(e) Review of all information and communications technology initiatives and operations of the Secretariat.

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated
	(ii) Increased percentage of services that meet standardized expected service levels

(b) Enhanced alignment of standardized service and project delivery processes with best practices	**(b) Increased number of services provided according to best practices set by the International Organization for Standardization**

Strategy

24.36 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the appropriate use of open source software in the Secretariat;

(e) Enhancing service and performance management;

(f) Developing and implementing a standardized global service catalogue to improve services provided by the Office of Information and Communications Technology and other relevant information and communications technology units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva[14]

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: to ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	**(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation**
(b) Extrabudgetary resources are better managed	**(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments**

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[14] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1; and the Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Increased percentage of straight-through payments made in compliance with SWIFT
(e) Timely and accurate financial transactions	(e) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days of month's end

Strategy

24.37 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva in respect of financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management as well as efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) Staff mobility index of no less than 20 per cent
(b) Improved ability of current staff to implement mandates	(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
(c) Improved working environment	(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered (ii) 100 per cent of the entities participating in the United Nations Office at Geneva Joint Medical Service express satisfaction
(e) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff	(e) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat (ii) Increased percentage of female staff on regular budget posts in the Professional and higher categories (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(f) Number of voluntary movements

Strategy

24.38 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to implement the Secretary-General's programme of human resources reform in accordance with intergovernmental mandates. In particular, attention will be focused on aligning the services provided with the current priorities of the Organization in the areas of: (a) staff selection and administration; (b) staff development and learning activities in the areas of career development and support, competency and skill development; (c) medical services, including health and wellness programmes; and (d) encouraging mobility to foster a more versatile, multi-skilled workforce.

Subprogramme 4
Support services (Geneva)

1. Objective of the Organization: To enable the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, and mail and pouch services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of properties	(b) Capital maintenance programmes that are standardized, complete and up-to-date
(c) Savings achieved in travel costs	(c) Increased savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the number of days between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

24.39 The subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated
	(ii) Increased percentage of services that meet standardized expected service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.40 The subprogramme is the responsibility of the Information and Communications Technology Service. The Information and Communications Technology Service, in coordination with the Chief Information Technology Officer and the Office of Information and Communications Technology, will continue to focus on implementation of the Organization's policies on information and communications technology. More specifically, the activities will focus on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the achievement of substantive objectives of the Organization through the implementation of information and communications technology solutions, including the enterprise resource planning system.

C. United Nations Office at Vienna[14]

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Extrabudgetary resources are better managed	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days of month's end
	(iii) Increased percentage of automated disbursements

Strategy

24.41 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include:

(a) Improving client services and simplifying administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices;

(e) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) Staff mobility index of no less than 20 per cent
(b) Improved ability of current staff to implement mandates	(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
(c) Improved working environment	(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
(d) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(d) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat
	(ii) Increased percentage of female staff on regular budget posts in the Professional and higher categories
	(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(e) Number of voluntary movements

Strategy

24.42 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna; and (c) fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4
Support services (Vienna)

1. **Objective of the Organization**: To enable the effective and efficient functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Savings achieved in travel costs	(b) Increased savings achieved relative to the full cost travel
(c) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime	(c) Introduction and implementation of electronic filing at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing

2. **Objective of the Organization**: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased satisfaction with services provided, both in Vienna and in the field offices, through service satisfaction questionnaire

	(ii) Reduced number of weeks between final statement of work and contract award
	(iii) Increased percentage of procurement officers in the United Nations Office on Drugs and Crime field offices fully trained
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

24.43 The subprogramme is the responsibility of the General Support Section and the Procurement Section of the Division for Management. The focus will be on:

(a) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre;

(b) Improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime with a view to the achievement of a paperless office, focusing in particular on the electronic distribution and archiving of documents;

(c) Pursuing energy-saving and environmentally friendly measures at the Vienna International Centre;

(d) Continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process wherever possible.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated

	(ii) Increased percentage of services that meet standardized expected service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.44 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

D. United Nations Office at Nairobi[14]

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Extrabudgetary resources are better managed	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters

(d) Timely and accurate financial transactions	**(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents** **(ii) Reconciliation of bank accounts within 30 days of month's end** **(iii) Increased percentage of automated disbursements through SWIFT**

Strategy

24.45 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue taking advantage of technological innovations to streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve services to clients and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Nairobi in order to address new requirements and needs

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Improved versatility of staff	**(a) Staff mobility index of no less than 16 per cent**
(b) Improved ability of current staff to implement mandates	**(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year**

(c) Improved working environment	**(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs**
(d) Improved staff health-care services	**(d) Increased percentage of clients expressing satisfaction with services rendered**
(e) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	**(e) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat**
	(ii) Increased percentage of female staff on regular budget posts in the Professional and higher categories
	(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	**(f) Number of voluntary movements**

Strategy

24.46 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to achieve excellence in service delivery through the implementation of a strategy based largely on the following specific action areas:

(a) Streamlining procedures and processes and introducing online administrative applications;

(b) Communicating to keep staff informed of the United Nations rules and their entitlements through policy briefs, online notifications/pamphlets and outreach activities;

(c) Promoting among the human resources staff a service-focused, client-oriented work culture that values better employee relations and service delivery;

(d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression;

(e) Assisting departments in meeting their staffing targets through assistance with recruitment activities, introduction of an online vacancy management system and timely issuance of quarterly reports on their performance;

(f) Advocating a work-life balance and improvement of the work environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice;

(g) Providing policy advice to management on human resources matters;

(h) Fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization: To enable the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of properties	(b) Capital maintenance programmes that are standardized, complete and up to date
(c) Savings achieved in travel costs	(c) Increased savings achieved relative to the full cost travel
(d) Improved management of record-keeping	(d) Increased percentage of offices implementing record-keeping standards in the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme
(e) Expanded cost-sharing mechanism and common services	(e) Increased number of subscribing/cost-sharing agencies

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduced number of weeks between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations

(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations	(c) Increased number of registered vendors from developing countries and countries with economies in transition

Strategy

24.47 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(d) Further improving quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process;

(e) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi;

(f) Improving logistics flow of inbound and outbound stocks and materials while ensuring accurate database management of non-expendable property and consumables;

(g) Improving property management systems and controls.

Subprogramme 6
Information and communications technology operations (Nairobi)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated (ii) Increased percentage of services that meet standardized expected service levels

(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.48 The subprogramme is the responsibility of the Information and Communications Technology Service of the Division of Administrative Services. The strategic focus of the Service in the area of information and communications technology will be closely aligned with the overall strategy of the Secretary-General to create an electronic United Nations by providing and enhancing access to and sharing of information, while providing the best available and most cost-effective set of common information and communications technology services, products and infrastructure to the United Nations entities in or operating from Kenya. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome

60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Proposed programme budget for the biennium 2010-2011

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly

60/254	**Review of the efficiency of the administrative and financial functioning of the United Nations**
60/260	**Investing in the United Nations: for a stronger Organization worldwide**
60/283	**Investing in the United Nations: for a stronger Organization worldwide: detailed report**
61/245	**Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies**
61/261	**Administration of justice at the United Nations**
61/275	**Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services**
62/228	**Administration of justice at the United Nations**
63/253	**Administration of justice at the United Nations**
63/262	**Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity**
63/276	**Accountability framework, enterprise risk management and internal control framework, and results-based management framework**
64/259	**Towards an accountability system in the United Nations Secretariat**

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	**Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations**
57/575	**Results-based budgeting**
59/296	**Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues**
60/234	**Financial reports and audited financial statements, and reports of the Board of Auditors**
60/257	**Programme planning**
61/233	**Financial reports and audited financial statements, and reports of the Board of Auditors**
61/235	**Programme planning**

62/223	**Financial reports and audited financial statements, and reports of the Board of Auditors**
62/224	**Programme planning**
63/246	**Financial reports and audited financial statements, and reports of the Board of Auditors**
63/247	**Programme planning**

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	**Human resources management**
51/226	**Human resources management**
52/252	**Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations**
53/221	**Human resources management**
55/258	**Human resources management**
57/305	**Human resources management**
58/144	**Improvement of the status of women in the United Nations system**
59/266	**Human resources management**
60/238	**Human resources management**
61/239	**United Nations common system: report of the International Civil Service Commission**
61/244	**Human resources management**
61/262	**Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda**
61/274	**Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia**
62/248	**Human resources management**
63/250	**Human resources management**
63/271	**Amendments to the Staff Regulations**

64/243	**Questions relating to the proposed programme budget for the biennium 2010-2011**
64/260	**Special subjects relating to the programme budget for the biennium 2010-2011**

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	**Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna**
56/286	**Strengthening the security and safety of United Nations premises**
57/279	**Procurement reform**
57/304	**Information and communication technology strategy**
58/263	**Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system**
58/272	**Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy**
58/276	**Outsourcing practices**
58/277	**Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes**
58/278	**Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna**
59/276	**Questions relating to the programme budget for the biennium 2004-2005**
59/288	**Procurement reform**
61/246	**Procurement reform**
61/251	**Capital master plan**
62/87	**Capital master plan**
62/269	**Procurement reform**
63/263	**Questions relating to the programme budget for the biennium 2008-2009**
63/268	**Special subjects relating to the programme budget for the biennium 2008-2009, section III**

63/270	**Capital master plan**
64/243	**Questions relating to the proposed programme budget for the biennium 2010-2011**

Subprogramme 5
Information and communications technology strategic management and coordination

General Assembly resolutions

52/12 A and B	**Renewing the United Nations: a programme for reform**
57/304	**Information and communication technology strategy**
59/275	**Programme planning**
60/283	**Investing in the United Nations: for a stronger Organization worldwide: detailed report**
61/235	**Programme planning**
62/224	**Programme planning**
62/250	**Support account for peacekeeping operations**
63/247	**Programme planning**
63/262	**Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity**
63/269	**Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters**
63/287	**Support account for peacekeeping operations**

Subprogramme 6
Information and communications technology operations

General Assembly resolutions

57/304	**Information and communication technology strategy**
58/272	**Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy**
63/262	**Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity**
63/269	**Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters**
63/287	**Support account for peacekeeping operations**

Programme 25
Internal oversight

Overall orientation

25.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to high efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works closely with the other United Nations oversight bodies, namely the United Nations Board of Auditors and the Joint Inspection Unit, to ensure work is effectively coordinated.

25.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks. To that end, the Office will: (a) propose measures to assist the Organization in establishing a proper internal control framework including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable international standards.

25.4 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with intergovernmental mandates and, inter alia, the internationally agreed development goals, including those contained in the Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. In addition, the Office undertakes a number of measures to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts.

Subprogramme 1
Internal audit

Objective of the Organization: To strengthen the Organization's risk management and internal control processes and to contribute to improving governance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on internal audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased mention of the Internal Audit Division's reports in the decision-making of Member States
	(ii) Maintained percentage of programme managers that express satisfaction with the accuracy and usefulness of the Internal Audit Division's reports
	(iii) Maintained percentage of critical audit recommendations accepted by programme managers relating to risk management
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(b) (i) Maintained percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness
	(ii) Maintained percentage of critical audit recommendations accepted by programme managers relating to savings, recoveries of losses and overpayments, and additional income

Strategy

25.5 The Internal Audit Division continues to place particular emphasis on quality assurance, provision of methodological guidance and training of its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also endeavour to ensure full compliance with the International Standards for the Professional Practice of Internal Auditing and adapt its organization to meet future challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards and the capital master plan. The Division will focus on performing risk-based audits to assist management in establishing and strengthening risk management, internal control and governance in the Organization.

Subprogramme 2
Inspection and evaluation

Objective of the Organization: To strengthen accountability, relevance, efficiency, effectiveness and impact in the implementation of programmes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluation findings, that assess the relevance, efficiency and effectiveness of programmes and subprogrammes	(a) (i) Increased percentage of inspection and evaluation findings and recommendations of a programmatic nature that have contributed to more informed decision-making on the efficiency, effectiveness and relevance in the implementation of programmes and subprogrammes
	(ii) Increased percentage of Member States and programme managers surveyed who rate the programme evaluation and inspection reports to be useful and of high quality
	(iii) Increased number of programmes evaluated
(b) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services evaluations pertaining to cross-cutting practices within the Secretariat	(b) (i) Increased percentage of inspection and evaluation findings and recommendations of a thematic nature that have contributed to more informed decision-making on the efficiency, effectiveness and relevance of the work of the Organization
	(ii) Increased percentage of Member States and programme managers surveyed who rate the thematic evaluation and inspection reports to be useful and of high quality

Strategy

25.6 The Inspection and Evaluation Division will provide timely and credible information to Member States and the Secretariat to support their decision-making regarding programme planning and implementation. It will be a primary source in the Organization for independent and objective assessments on the attainment of programme results. The Division's strategy is to subject all programmes to independent evaluation within a regular and periodic cycle in conformity with the requirements of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the

Methods of Evaluation, and as an integral part of internal oversight. Through a strategic risk assessment exercise to prioritize programmes and to identify topics, the Division's programmatic and thematic evaluations will focus on providing more in-depth assessment of programme relevance, efficiency, effectiveness, and impact and of strategic and systemic issues that cut across individual programmes. Inspections will primarily respond to emerging risks and will provide focused examinations of management issues and actual or perceived programme vulnerabilities that require corrective action. The Division plans to improve the current programme evaluation cycle of 11 to 13 years to a periodic cycle of eight years to cover all Secretariat programmes, and will ensure that all high-risk programmes and the upper band of medium-risk programmes are evaluated by 2014.

25.7 In order to provide quality assurance for self-evaluation and reporting, the Division will continue to conduct validation inspections and reviews, to provide Member States with reasonable assurances about the credibility and reliability of results reported by Secretariat programmes. The Division aims to complete validation inspections of all Secretariat programmes' performance reporting by the end of 2012. The Division will continue to strive to further strengthen the quality of inspections and evaluations through greater use of subject expertise and partnerships with relevant knowledge centres, for example research and academic institutions.

Subprogramme 3
Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of investigations that contribute to the Organization's ability to ensure individual accountability	(a) Increased percentage of investigation reports[15] resulting in charges of misconduct
(b) Enhanced awareness and capacity of United Nations personnel to undertake investigations effectively, contributing to the Organization's ability to ensure individual accountability	(b) Increased number of United Nations personnel who may have responsibility for investigations or investigation tasks who receive basic investigation training conducted by the Office of Internal Oversight Services

Strategy

25.8 The Investigations Division will implement strategies to ensure that the Organization can more effectively promote accountability of staff and other persons by investigating reports of possible misconduct and recommendations for appropriate action in line with the outcome of the investigation. In particular, issues of sexual exploitation and abuse in peacekeeping missions will be approached in a more comprehensive manner through collaboration with the Department of Field Support and mission personnel so that investigations can be part of an overall response that emphasizes prevention, awareness and accountability. A more robust follow-up with the troop- and police-contributing countries and military command more generally will also be an important strategic objective. Economic fraud within the United Nations system will be targeted as part of a concerted effort of the Office of Internal Oversight Services to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

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[15] Investigation reports refer only to those reports where misconduct has been substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

25.9 The Division will continue to maintain and develop best practices and standard operating procedures to ensure the accountability and transparency of the investigation process. Those practices and procedures will provide a consistent and professional approach to the investigations function and reflect emerging requirements of the new internal justice system, including the United Nations Dispute Tribunal, the Office of the Administration of Justice and the Office of Staff Legal Assistance.

25.10 In accordance with General Assembly resolution 59/287, the Division places particular emphasis on providing training for personnel outside the Office of Internal Oversight Services who may have responsibility for investigations or investigation tasks. The training will improve the quality of the investigations and promote individual accountability. Training will generally raise awareness of all staff to organizational risks and, as a result, further promote protection of the Organization's interests, assets and resources by empowering staff to limit exposure to such risks.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244

59/287	**Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations**
60/1	**2005 World Summit Outcome**
60/254	**Review of the efficiency of the administrative and financial functioning of the United Nations**
60/257	**Programme planning**
60/259	**Report of the Secretary-General on the activities of the Office of Internal Oversight Services**
61/245	**Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies**
61/275	**Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services**
62/234	**Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force**
62/247	**Strengthening investigations**
63/265	**Report of the Office of Internal Oversight Services on its activities**
63/270	**Capital master plan**
63/276	**Accountability framework, enterprise risk management and internal control framework, and results-based management framework**
64/232	**Report of the Office of Internal Oversight Services on its activities**
64/243	**Questions relating to the programme budget for the biennium 2010-2011**
64/259	**Towards an accountability system in the United Nations Secretariat**

Programme 26
Jointly financed activities

A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Maintenance of high quality of substantive service to the Commission	**(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems**
	(ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	**(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission**
(c) Improved methodology for cost-of-living measurements	**(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission**
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	**(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification**

	(ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	**(e) Maintenance of the time required to implement changes in the subsistence allowance rate system**

Strategy

26.2 To accomplish its objectives and bearing in mind the limitations imposed by Member States on their national civil service, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

26.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and similarly to the competent legislative organs of its participating organizations.

26.5 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The first and second are submitted in its annual report, published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.

26.6 In accordance with article 19 of its statute, the Unit shall be assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

26.7 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations included in those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific with regard to actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked, that is, according to SMART (specific, measurable, attainable, relevant and time-bound) mandates. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

26.8 In view of the above, the present strategic framework reflects how the secretariat of the Joint Inspection Unit supports the work of the Inspectors and, as such, it focuses on measuring the performance of the secretariat. It should be recalled, however, that in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Members States, the organizations and the internal and external oversight bodies.

26.9 The expected accomplishments of the secretariat described below have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (see A/63/34 and Corr.1), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272.

Objective of the Organization: To improve the management, implementation, utilization and follow-up of the Joint Inspection Unit recommendations, ensuring optimum use of available resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	(a) (i) Increased rate of acceptance of system-wide recommendations by participating organizations and by the legislative organs aggregated over the previous four years
	(ii) Increased rate of implementation of system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous four years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of reports of the Unit and their recommendations by their respective legislative	(b) (i) Increased number of organizations that have established follow-up system on Unit reports, notes and their recommendations

organs	(ii) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online tracking system
(c) Increased awareness of the management issues raised in reports of the Unit	(c) Increased number of visits to the Unit website

Strategy

26.10 During the biennium 2012-2013, the work of the Joint Inspection Unit is expected to benefit further from the results of the reforms implemented throughout the previous years. In its report for 2008 and programme of work for 2009 (A/63/34 and Corr.1), the Unit outlined a five-pronged strategy which will determine the way the secretariat approaches its work: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work as well as by staying abreast of major developments in key reform areas relevant to the work of the Organization. As requested by Member States, the programme of work will continue to focus on system-wide issues and will strive to be consistent with strategic priority areas; in addition, the secretariat will ensure timely filling of the investigations post so as to allow the Unit to respond to requests for investigations; (b) the strengthening of the follow-up system on the implementation of recommendations through the development of a web-based tracking system and more proactive follow-up by the secretariat staff; the development of key knowledge management strategies so as to ensure better use of Joint Inspection Unit products; (c) the systematic and periodic review of the management and administration of participating organizations. This should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations. Such agency-specific reviews will also allow the Unit to identify system-wide and systemic issues that need to be addressed in thematic reviews and evaluations. The secretariat staff act as focal points so as to monitor events and developments in participating organizations; (d) the development of a peer review mechanism for the Unit's activities so as to ensure that the work of the Unit is based on state-of-the-art developments in the fields of evaluation, inspection and investigations. This will be coupled with greater engagement and interaction with other oversight bodies such as the Board of Auditors, the Office of Internal Oversight Services and the Independent Audit Advisory Committee, the United Nations Evaluation Group and the Representatives of Internal Audit Services; and (e) the enhancement of evaluation staff capabilities through appropriate training programmes in relevant areas of interest to the Unit. The strategic focus for this training will be on evaluation methodologies and investigation techniques but also in key reform areas of interest for the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.11 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-Level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-Level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits. In 2008, the United Nations Development Group became the third pillar of CEB, responsible for the coordination of country-level development operations in accordance with General Assembly resolution 62/208.

26.12 In the biennium 2012-2013, CEB will continue to strengthen its integrated approach among its high-level committees. The Board will focus on and coordinate the activities of the United Nations organs, funds and programmes towards accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. To this end, CEB will ensure greater coherence and coordination among the organizations of the system. It will place at the centre of its efforts: deepening the understanding of and coordinating joint responses to global challenges, such as those related to climate change, the global food security crisis, the eradication of poverty and safety and security issues, in accordance with intergovernmental mandates; achieving an inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. CEB will also continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. The Board will also continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, including by enhancing system-wide support for an effective and unitary security management system.

26.13 In the programme area, CEB, through its High-Level Committee on Programmes, will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. Special attention will, in the same context, be given to aligning the efforts of the United Nations system organizations in support of intergovernmental reviews and monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. The High-Level Committee on Programmes will, at the same time, seek to take a proactive role in scanning and identifying emerging programme issues requiring a system-wide response, and in developing joint approaches on such priority issues as climate change in the context of sustainable development, food security, the impact of the financial and economic crisis on development and post-crisis recovery.

26.14 CEB, through its High-Level Committee on Management, will continue its work for the enhancement of the United Nations system-wide security management system so as to provide for improved safety and security for United Nations system personnel, premises and assets. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in harmonizing human resource management practices consistently with recent reforms approved by governing bodies of member organizations; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. In the area of human resources management, the focus will be on enhanced collaboration with ICSC and on the harmonization of human resources practices and procedure, especially with respect to staff working outside headquarters. In the financial and budgetary areas, the main emphasis will be placed on supporting the implementation of the International Public Sector Accounting Standards (IPSAS) throughout the system, and on furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments in information and communications technologies, especially through common services and the identification of common best practices in the implementation and usage of enterprise resource planning systems. Through the High-Level Committee on Management, CEB will give special attention in the biennium 2012-2013 to finalizing the implementation of the High-Level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to the United Nations system information by Member States and the general public through, inter alia, the publication of the inter-agency decisions.

26.15 The work of the CEB secretariat will be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate a more regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat would provide such an information-sharing service on which all could draw, supporting an enhanced capacity for knowledge-sharing system-wide, as financial statistics, personnel statistics, headcounts of field staff as well as policies and practices; (b) promote further initiatives to facilitate access to United Nations system information by Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to have greater clarity on issues related to duplication and overlap of activities in specific areas, and assist the Board in developing a system-wide methodology for different agencies operating on the same issue; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and the engagement of the CEB secretariat with the Committee for Programme and Coordination, including through facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of coordinated initiatives by the United Nations system developed by CEB as a coherent system-wide approach in direct response to global challenges (ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-Level Committee on Management, the High-Level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations (iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the General Assembly

(b) Enhanced coherence, efficiency and cost effectiveness of the United Nations system of organizations	**(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-Level Committee on Management and its functional Networks (finance and budget, human resources, information and communications technology, procurement) to ICSC initiatives, staff management issues, financial and budgetary matters** **(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities**
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	**(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based)** **(ii) Number of ICT standards endorsed by agencies based on industry best practice and institutional needs as well as the strategic direction developed through system-wide consultation**
(d) Progress towards adoption of IPSAS by United Nations system organizations	**(d) (i) All information on IPSAS standards is provided on time for consideration by United Nations system organizations** **(ii) All information on the progress of IPSAS adoption by United Nations system organizations is reported on time to Member States**

Strategy

26.16 During the biennium 2012-2013, the high-level committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to the promotion of global, regional and country-level coherence within the work of the United Nations system, and management and administrative issues to enhance the capacity of the organizations by the coherent and coordinated use of resources, capacities and knowledge. The High-Level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations in accordance with General Assembly resolution 62/208. As necessary, the Committees

will draw on inter-agency networks, task forces and clusters to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-Level Committee on Management, through its functional networks dealing with finance and budget, security, human resources, information and communications technology, procurement, legal, and medical-related issues, will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, premises and assets, including by strengthening the United Nations system-wide security management system; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, security, finance and budget management, and legal and medical issues. In the area of information and communications technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communications technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems; information and communications technology governance, best practice and business case development; service sourcing; inter agency connectivity; common application solutions and information and communications technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools. With regard to the adoption of the International Public Sector Accounting Standards (IPSAS) by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) developing and maintaining IPSAS guidance, policies and training; (b) providing access to information on IPSAS implementation, including information on adoption progress and issues, through website, e-mail, reports, and meetings; and (c) supporting input into and understanding of IPSAS developments through monitoring of developments, development of submissions on draft Standards, attendance at IPSAS Board meetings, and timely provision of information on IPSAS developments to organizations.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
61/260	Programme of work of the Joint Inspection Unit for 2007
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolution and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence
62/224 and 63/247	Programme planning

Programme 27
Safety and security

Overall orientation

27.1 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

27.2 The overall objectives of the programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism within the framework of a common system-wide methodology, in full cooperation with the national authorities of host countries; and (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

27.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

27.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2012-2013, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity within the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1
Security and safety coordination

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an appropriate emergency response mechanism, 24 hours a day, 7 days a week

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased percentage of elements of minimum operating security standards achieved at United Nations headquarters locations and regional commissions
	(ii) Decreased number of unauthorized entries to United Nations premises
	(iii) Reduced number of safety-related claims received
	(iv) Continued provision of specialized training for security and safety personnel to increase their efficiency and professionalism
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

27.5 This subprogramme is the responsibility of the Division of Safety and Security Services. The strategy for implementing the subprogramme will focus on ensuring a secure and safe environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing the coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training on a continuous basis, which will also maximize the use of officers for multiple specialized security functions. Priority will also be given to the enhanced coordination of close-protection operations by striving to continuously enhance the monitoring and coordination of such operations and provide guidance on the close protection of senior United Nations officials and providing the highest standard of technical expertise and assistance with regard to all issues related to personal protection.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

Objective of the Organization: To enhance the safety and security of staff members of the United Nations system, associated personnel, eligible dependants and United Nations programme activities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved safety and security arrangements	(a) (i) Increased percentage of security risk assessments developed by the United Nations and endorsed by the Division of Regional Operations, in full cooperation with the national authorities of host countries
	(ii) Increased percentage of elements of minimum operating security standards achieved at United Nations duty stations
(b) Enhanced preparedness for contingencies, crisis situations and timely response to security incidents	(b) (i) Increased percentage of approved security plans that address known and anticipated security emergencies and crisis events
	(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice to assist United Nations field offices in the management of crisis situations
	(iii) No more than 6 hours between the time of a reported incident and the time of activation of the Crisis Coordination Centre of the Department of Safety and Security
(c) Enhanced security management system	(c) (i) Increased percentage of safety and security arrangements for United Nations personnel, assets and operations coordinated with host authorities

(ii) Increased percentage of time spent by security advisers and field security coordination officers of the Department of Safety and Security in support of programme activities in the field outside the capital area

Strategy

27.6 This subprogramme is the responsibility of the Division of Regional Operations. The strategy for implementing the subprogramme will focus on creating conditions to strengthen safety and security arrangements where the United Nations is present by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and high quality of all country-level security risk assessments; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and in the security components of peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities and procedures; (h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field; and (i) strengthening cooperation with the host country regarding the safety and security of staff, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning, as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Component 2
Field support

Objective of the Organization: To increase the safety and security knowledge and skills of multiple clients of the United Nations security management system and to reduce and/or prevent critical-incident stress

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) No less than 95 per cent of staff and their families in the field receive stress-management training
	(ii) Increased number of counsellors trained in critical-incident stress management in emergency settings
	(iii) No less than 95 per cent level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system
	(ii) No less than 90 per cent of staff have completed the "Security awareness for United Nations personnel" learning programme
	(iii) No less than 90 per cent of personnel deployed in phase I and above duty stations have completed the "Advanced security in the field" learning programme
	(iv) Increased percentage of designated officials and security management team members undertaking security training to enhance their ability to fulfil their security responsibilities
	(v) Increased percentage of Department of Safety and Security field security officers attain security certification
(c) Improved capacity to track staff and to provide members of the security management system with relevant security information	(c) (i) Increased percentage of United Nations personnel and eligible dependants can be tracked at any given moment in all United Nations locations worldwide

	(ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department

Strategy

27.7 This subprogramme is the responsibility of the Field Support Service. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues as well as stress management; (c) developing and updating related training materials, taking into account gender-specific material; (d) providing counselling services to staff exposed to critical-incident stress, as needed; and (e) developing systems to ensure that all United Nations staff with responsibilities in the security management system have access to the information and tools that they need in order to perform their security functions.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system

Security Council resolution

1502 (2003)	**Safety and security of humanitarian personnel and protection of United Nations and associated personnel**

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